



ICM

JUNE 2016

HUMAN RESOURCES MANAGEMENT

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. You are the newly appointed senior HR officer and you have noted a lack of investment in the training programme. Explain the concerns you have and make suggestions to the Board of Directors why you think investment is needed. [20]
 2. Describe FIVE important characteristics/traits of a successful manager/leader. Use an example of someone you have worked with to enhance your answer. [20]
 3. Discuss the benefits and impact of the trade union movement and consider its importance in today's world. [20]
 4. Evaluate the benefits of a panel interview (i.e. a group of up to five managers) when recruiting graduates to the organisation. [20]
 5. A crèche/nursery or free transport are just two of the commonly used welfare facilities used to motivate staff. With reference to ONE theory of motivation, discuss how such facilities add value to the employee. [20]
 6. Discuss the concept of teamwork and analyse its effect on performance. [20]
 7. Debate the term **human resource management** and analyse its importance to an effective and profitable organisation. [20]
 8. Detail a standard approach to the recruitment and selection process and analyse its importance to the HR function. [20]