



ICM

MARCH 2016

EMPLOYEE RELATIONS

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. Explain and analyse the specific activities you, as the HR director, would encourage to bring about full participation of staff and ensure high productivity and standards. [20]
 2. **Grievance** – what is it, what are standard grievance procedures and why should it be quickly resolved? Use an example to add value to your answer. [20]
 3. Outline the processes involved in both compulsory and voluntary redundancies and discuss when an organisation may have to embark on such a path. [20]
 4. Having outlined the role of the trade union in the workplace, discuss its merits in today's society. [20]
 5. Collective bargaining is often seen as a key process within the sphere of employee relations. Having briefly described the processes, discuss the benefits to both sides of the process. [20]
 6. **Strategy** – a word frequently used as essential practice for all those involved in the practice of HR but is it necessary within the employee relations sphere? You will need to briefly outline what might be within an employment relations strategy before you discuss its merits and demerits. [20]
 7. Describe a standard disciplinary procedure and give examples of both misconduct and gross misconduct requiring the use of this procedure. Discuss the need for a swift and fair outcome to all such issues of misconduct. [20]
 8. Discuss the advantages of using a negotiation grid when embarking on a series of meetings to finalise the annual pay increase. [20]