



# ICM

MARCH 2016

HUMAN RESOURCE DEVELOPMENT I

**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. Is internal recruitment, and in particular succession planning, always a useful source of selection or can it have disadvantages? Briefly outline methods of internal recruitment and succession planning before you analyse and give conclusions to this question. [20]
  2.
    - a) Give at least one example which demonstrates the practical use of job design. [10]
    - b) Analyse the concept of job design in general. [10]
  3. **Teamwork** – a panacea for effective working? Discuss those elements which contribute to effective teamwork. [20]
  4. Briefly outline the activities used by an external assessment centre to aid selection, and debate their effectiveness in ensuring a successful appointment is made. Make reference to the expense of using an external assessment centre as opposed to carrying out this function internally. [20]
  5. What are the component parts of an effective human resource strategy? Explain why such a strategy is a vital component to organisational performance. [20]
  6. Describe and evaluate all relevant **internal** factors to be considered when drawing up the human resource plan. [20]
  7. Detail every element of PESTEL – a process used in drawing up the **external** factors significant to devising the HR plan. Conclude by explaining why EACH element is a significant and relevant consideration to the plan. [20]
  8. Apply ONE theory of motivation to the working environment, i.e. outline your chosen theory and then relate it to actual jobs or work processes, explaining how it increases output and performance. [20]