



# ICM

MARCH 2016

HUMAN RESOURCE DEVELOPMENT II

**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. Give a full description of all elements within a standard zero-hours contract. Give a detailed analysis of the advantages and disadvantages of these contracts. Finally, briefly discuss why they have become more popular in recent years. [20]
  2. Give details of TWO motivational rewards/reward systems which are NOT based on wages/salaries/bonuses and debate their contribution to an effective employer/employee relationship. [20]
  3. Within our global economy, discuss if there are any actual differences in the practice of HR. Use TWO countries to aid your discussion and conclusions. [20]
  4. Describe a standard graduate (management) development programme and debate the effectiveness of such a programme. [20]
  5. When is collective bargaining the most appropriate tool for both employers and employees? Analyse its effectiveness in reaching a conclusion in your chosen example. [20]
  6. Very briefly describe the nature of vocational training and discuss its relevance to employers when recruiting school/college leavers to the organisation. [20]
  7. Describe and analyse ONE payment system you consider to be both motivational and effective in terms of quality and productivity. [20]
  8. How can the HR department ensure that staff do not experience and are not affected by the common barriers to learning? Give a brief description of such barriers and then offer solutions. [20]