



# ICM

MARCH 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 [ ]
- 
1. Give a detailed description of a standard approach to the process of recruitment and selection and evaluate its importance to the HR function. [20]
  2. Discuss the meaning of the term **human resources management** and how HRM really affects the smooth running and success of the organisation. [20]
  3. Does teamwork promote high performance? Briefly discuss the nature of teamwork – consider all contributory factors – and relate your points to the concept of high performance. [20]
  4. Do welfare facilities such as flexible working hours/crèche/nursery/transport allowances actively improve motivation of staff? Use a theory of motivation to support your views. [20]
  5. Discuss and evaluate those activities which add value to a standard panel interview (face to face question and answer). [20]
  6. With reference to ONE organisation with which you are familiar, debate the positive and negative impact of the trade union movement in today's society. [20]
  7. Analyse the FIVE most significant characteristics of a successful manager/leader. Add value to your answer by making reference to a manager/leader with whom you have worked or with whom you are familiar. [20]
  8. Having been recently appointed to a senior role in the HR department, you are concerned about the lack of training in the organisation. Give details of how you would investigate training needs and how you would propose an increase of funding to the Chief Executive. [20]