



ICM

MARCH 2017

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 []
1. Give a detailed explanation of a standard disciplinary procedure and discuss the importance of following this procedure in a timely and accurate manner. [20]
 2. Unfortunately, you must begin the process of compulsory redundancy. Detail the steps you will take to ensure not only a fair process but also a process which will enable the maintenance of a skilled and motivated workforce. [20]
 3. You are the HR Director of a large corporation and must begin the annual pay award negotiations. Collective bargaining is the approach adopted by your organisation. Discuss the role of the trade union and your employer before, during and after such a process. [20]
 4. Strategy – an often used word in the business context. What is it in terms of employee relations? How useful is it to have such a strategy in place? [20]
 5. Debate the methods of increasing employee participation and involvement. Use an example of your choice to add value to your answer. [20]
 6. Using the scenario of annual pay bargaining, draw up a negotiation grid from the employer's viewpoint. Explain how you would ensure each member of the bargaining team utilise this grid to your advantage. [20]
 7. Discuss the benefits of following the grievance procedure when a member of your staff claims to be harassed by a supervisor. [20]
 8. Detail and analyse the contribution of the trade union movement. Consider this question from an international/global, national and individual organisation perspective. [20]