



# ICM

MARCH 2017

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 [ ]
1. Explain in detail the concept of **succession planning**. Discuss how it is implemented and why it is a significant tool for the HR manager. [20]
  2. Choose THREE jobs/roles and discuss how effective job design can improve productivity, performance and motivation. [20]
  3. Having briefly outlined ONE content and ONE process theory of motivation, debate how you, as the HR leader, would put the theories into practice in one example job/position with which you are familiar. [20]
  4. What, in your opinion, are the benefits of team or group work? Use an example to add value to your answer. [20]
  5. What are the FIVE significant elements to the **internal** HR plan? Are these reliable sources of information in determining the plan? [20]
  6. How significant is the role of the **external** assessment centre in securing the best possible applicants and recruits to the organisation? [20]
  7. Sometimes the HR strategy is not seen as the most important part of the organisation's plan. Having briefly outlined what an HR strategy might comprise, discuss why it is a vital part of the planning process. [20]
  8. Having outlined the PESTEL approach to HR planning, discuss its benefit to creating the five-year HR plan. [20]