



# ICM

MARCH 2017

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 [ ]
- 
1. Is collective bargaining a useful process? In your answer, discuss when it is used and analyse its benefits to both 'sides'. [20]
  2. What are '**management development**' programmes? Are they effective? Are they a valid use of money? [20]
  3. Do you believe that there are differences in HR practices in different countries? Focus on TWO countries and give examples of different practices and evaluate the outcomes of EACH one. [20]
  4. Do barriers to learning exist? If so, what are they and how can they be overcome? [20]
  5. There are a myriad of payment methods. Choose the method/system which you believe to be the most motivational one. Give clear reasons for your choice. [20]
  6. What is **vocational education and training**? Discuss its benefits to both the individual and the organisation. [20]
  7. Discuss the view held by many that zero-hours contracts are unfair to the employee. Explain why some companies make use of this type of contract and consider if other contractual arrangements could be put in place. [20]
  8. It is common to offer rewards to staff which are not associated with direct payment or payment of sickness, maternity or pension plans. Outline THREE such rewards and analyse their effect on staff. [20]