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. As the newly appointed HR manager, you have been tasked with ‘re-motivating’ the staff. Making reference to a theory of motivation, explain how you would carry out this task. [20]

2. Debate those elements you believe are essential to creating a highly motivated set of teams which can carry out their work efficiently and effectively. [20]

3. Give the broad headings you would use when drawing up the human resource strategy and give THREE methods of how you would implement it. [20]

4. Human resource planning is considered a vital tool to aid the organisation in achieving its mission. Detail all external factors you would consider when drawing up such a plan and explain their importance/relevance. [20]

5. Briefly outline the THREE basic components to job design (job rotation, job enlargement and job enrichment). Expand your answer with further considerations of practical design of jobs in today’s organisations – an example would be hot-desking – and discuss their impact. [20]

6. Describe the internal factors to a human resource plan and evaluate the importance of EACH in ensuring the plan is effective and useful to the organisation. [20]

7. Describe the standard activities of an external assessment centre and discuss the benefits of using such a service when recruiting to the management team. [20]

8. Evaluate the usefulness of succession planning. [20]