



HUMAN RESOURCES MANAGEMENT

Remote Assessment September 2020

Candidate Instructions

- The recommended word count for each of the 4 questions is 750 words, giving a total assignment word limit of 3000 words. Examiners will not assess responses that exceed the word limit by more than 10%. Responses that are more than 10% below the word limit may lack the detail required to gain full marks.
- Write your total word count after each response.
- Responses must be your own work, based on your personal study and/or research.
- You must acknowledge all material and sources used in the preparation of your responses (books, articles, reports, lecture notes, and any other kind of document, electronic or personal communication) in a list at the end of each response. A formal referencing system such as Harvard is advised but is not an essential requirement to gain all the marks available under communication and originality.
- Plagiarism is a serious offence. Do not copy in part or whole the work of other students and/or persons.
- Include, at the end of your submission, the following Candidate Declaration: "I declare that this work is entirely all my own with the sources of information I have used clearly identified and acknowledged".

Instructions for typewritten responses

- At the top of each page include your full name, Student ID number, Centre Name and the name of the ICM Unit for which you are submitting.
- Submit your response in Arial font, black, minimum size 12, single-spaced with normal margins.
- Ensure you clearly indicate the question number for all of your responses.
- Ensure you number each page of your work.

Instructions for handwritten responses

- At the top of each page include your full name, Student ID number, Centre Name and the name of the ICM Unit for which you are submitting.
- Submit your work in blue or black ink, in legible handwriting on lined paper.
- Ensure you clearly indicate the question number for all of your responses.
- Ensure you number each page of your work.

Advice

- Read each question several times before you start to answer it.
- Plan your answers before you start writing the full responses.
- Up to 5 marks, in total, is available per question for quality of written communication and originality.
- Check all your answers for content and plagiarism before submitting your work.
- Prepare your responses using the resources provided by your ICM Approved Teaching Centre and on the ICM website:
<https://www.icm.education/single-subjects>.



ICM

ANSWER ALL QUESTIONS

1. As a Human Resource (HR) consultant, you have been asked to write an article entitled 'Approaches to Human Resource Management (HRM)'. In the article you must discuss HRM giving a detailed account, including a range of views, about the following concepts with a brief conclusion:

- Motivation theory
- Resource-based view
- Social exchange theory
- Stakeholder theory

(Word limit 750)

[25 marks]

2. As an employee of an organisation which is having challenges in achieving a strategic match between business and HR strategies, you have been asked to write a report in which you show an understanding of the following underpinning concepts and ideas using examples to support your explanation:

- Diversity of strategic processes, levels and styles
- The complexity of the strategy formulation process
- The evolutionary nature of business strategy
- The absence of articulated business strategies
- The qualitative nature of HR issues

(Word limit 750)

[25 marks]

3. As a HR consultant, you have been asked to give a presentation entitled 'Theories of Performance Management and the Benefits of Performance Management to Organisations'. Prepare the speech you would give as part of the presentation in which you demonstrate an understanding of the underpinning concepts and ideas of performance management. Use examples to support your explanation.

(Word limit 750)

[25 marks]

4. As a HR consultant, you have been asked to discuss the approach to collective bargaining within an organisation. Write a report in which you give a detailed account, including a range of views, about collective bargaining with a brief conclusion. Your report must include reference to the following:

- Substantive agreements
- Procedural agreements
- Single-union deals
- New style agreements
- Partnership agreements

(Word limit 750)

[25 marks]

END OF QUESTIONS