

ICM PAST PAPERS HUMAN RESOURCE DEVELOPMENT Full Version

ICM past papers human resource development serve as a vital resource for students and professionals seeking to deepen their understanding of the core concepts, theories, and practical applications within the field of Human Resource Development (HRD). The Institute of Commercial Management (ICM) offers a comprehensive suite of past examination papers that not only aid in exam preparation but also enhance one's grasp of HRD principles, strategies, and best practices. These papers are invaluable for learners aiming to excel in their coursework, certifications, or professional development endeavors, providing insights into the types of questions typically asked and the key topics that are emphasized.

Understanding Human Resource Development (HRD)

What is HRD?

Human Resource Development is a strategic approach to managing and developing an organization's workforce to improve individual and organizational performance. It encompasses various activities aimed at enhancing employees' skills, knowledge, and abilities, ensuring they are aligned with the organization's goals.

Core Components of HRD

HRD includes several interconnected elements:

- **Training and Development:** Skill enhancement through workshops, seminars, and courses.
- **Organizational Development:** Facilitating change and improving organizational effectiveness.
- **Career Development:** Supporting employees' career growth within the organization.
- **Performance Management:** Setting performance standards and providing feedback.

The Role of ICM Past Papers in HRD Education

Why Use ICM Past Papers?

ICM past papers are a cornerstone resource for students aiming to master the complex topics within HRD. They offer:

- **Realistic Practice:** Exposure to exam-style questions that prepare candidates for the actual test environment.
- **Topic Familiarity:** Identification of frequently tested concepts and areas requiring further study.
- **Assessment of Knowledge:** Ability to evaluate one's understanding and readiness.
- **Improved Exam Techniques:** Learning effective time management and question-answering strategies.

Analyzing Common Themes in ICM Past Papers on HRD

Key Topics Frequently Covered

Exam questions in HRD often focus on foundational theories, practical applications, and current trends. Typical themes include:

- **Training Needs Analysis (TNA):** Methods to identify skill gaps within an organization.
- **Learning and Development Strategies:** Designing effective training programs.
- **Employee Motivation and Engagement:** Techniques to foster a motivated workforce.
- **Change Management:** Managing organizational change processes.
- **HRD Policies and Frameworks:** Developing and implementing HRD policies that support organizational objectives.

Sample Questions from Past Papers

To give a clearer picture, here are illustrative questions drawn from ICM past papers:

- Explain the importance of conducting a Training Needs Analysis in HRD.
- Discuss the role of leadership in successful Human Resource Development initiatives.
- Evaluate different methods of evaluating the effectiveness of training programs.
- Describe the challenges faced by organizations in implementing HRD policies.
- Analyze the impact of organizational culture on HRD strategies.

Strategies for Using ICM Past Papers Effectively

Developing a Study Plan

Effective utilization of past papers requires planning:

- Schedule regular practice sessions.

- Set specific goals for each session, such as completing a set number of questions.
- Review answers critically to understand mistakes and areas for improvement.

Complementing Past Papers with Other Resources

While past papers are valuable, they should be used alongside:

- Textbooks and lecture notes for theoretical understanding.
- Online tutorials and webinars on HRD topics.
- Discussion groups and study partners for collaborative learning.

Mock Exams and Time Management

Simulating exam conditions through timed mock exams using past papers can improve:

- Speed in answering questions.
- Ability to manage exam time effectively.
- Stress management during actual exams.

The Benefits of Mastering HRD Topics through Past Papers

Enhanced Knowledge and Confidence

Consistent practice with past papers deepens understanding of HRD concepts, leading to increased confidence during exams and in professional settings.

Identifying Weaknesses

Reviewing past questions helps learners pinpoint topics they find challenging, allowing targeted revision.

Keeping Up with Evolving HRD Trends

Many past papers incorporate questions on recent developments in HRD, such as digital learning platforms, remote training, and diversity management, ensuring learners stay current.

Conclusion

ICM past papers human resource development are an indispensable tool for anyone pursuing

excellence in HRD. They facilitate thorough preparation, reinforce learning, and help develop the analytical skills necessary to address complex HRD issues. By engaging systematically with these past papers, learners not only improve their examination performance but also build a robust foundation of knowledge that is essential for effective human resource management in today's dynamic organizational environments. Whether you are a student aiming for certification or a professional seeking career advancement, leveraging ICM past papers can significantly enhance your understanding and application of HRD principles, ultimately contributing to your success in the field.

ICM Past Papers Human Resource Development: An In-Depth Review and Guide

Introduction to ICM Past Papers in Human Resource Development

The Institute of Commercial Management (ICM) is a globally recognized professional body that offers a wide range of qualifications in business, management, and human resources. For students and professionals preparing for ICM exams, past papers are an invaluable resource. Specifically, ICM past papers related to Human Resource Development (HRD) serve as a vital tool for understanding exam patterns, key concepts, and the depth of knowledge required.

This comprehensive review aims to explore the significance of ICM past papers in HRD, dissect the core topics covered, and provide study strategies to maximize the utility of these past exam materials. Whether you are a student gearing up for an upcoming exam or a professional revising core HRD principles, understanding and utilizing ICM past papers effectively can significantly enhance your performance.

Why Are ICM Past Papers Important for Human Resource Development?

- Understanding Exam Patterns and Question Types

ICM past papers offer insight into the structure of the examination, including:

- Question formats: Multiple Choice Questions (MCQs), short-answer questions, essay-type questions.
- Distribution of marks: How marks are allocated across different sections.
- Question weightage: Topics that tend to appear more frequently or carry higher marks.

- Familiarity with Core Topics and Syllabus Coverage

Regular practice with past papers helps identify:

- Frequently tested concepts
 - Emerging trends or shifts in focus
 - Gaps in knowledge or understanding
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- Developing Effective Time Management Skills

Practicing under exam conditions with past papers enables candidates to:

- Allocate appropriate time to each question
 - Improve speed and accuracy
 - Build confidence in handling varied question types
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- Reinforcing Learning and Enhancing Recall

Revisiting past papers consolidates learning by:

- Reinforcing terminology and definitions
- Connecting theoretical concepts with practical applications
- Recognizing the depth of answers expected

Core Topics Covered in ICM Human Resource Development Past Papers

ICM HRD papers typically encompass a broad array of topics, reflecting the multifaceted nature of human resource development. Below is a detailed breakdown of the key areas:

1. Introduction to Human Resource Development

- Definition, scope, and importance of HRD
- Evolution and historical perspectives
- HRD versus HRM

2. The Role of HRD in Organizational Development

- Strategic alignment
- HRD as a catalyst for change
- Building a learning organization

3. HRD Functions and Activities

- Training and development
- Career development
- Organizational development
- Performance management
- Succession planning

4. Training and Development

- Training needs analysis
- Designing training programs
- Methods and techniques of training
- Evaluation of training effectiveness

5. Career Development and Counseling

- Career planning processes
- Counseling techniques
- Talent management

6. Performance Management Systems

- Appraisal methods
- Feedback mechanisms
- Linking performance to development

7. Organizational Development and Change Management

- OD interventions
- Implementing change
- Resistance management

8. HRD Policies and Strategies

- Policy formulation
- Strategic HRD planning
- Ethical considerations

9. Learning and Development Theories

- Adult learning principles
- Experiential learning
- Motivation theories related to learning

10. Contemporary Issues in HRD

- E-learning and digital HRD
- Diversity and inclusion
- Globalization impacts
- Talent retention strategies

Analyzing Past Paper Questions: Trends and Insights

- Commonly Asked Questions

Past papers reveal recurring themes and questions. Examples include:

- Explain the role of HRD in organizational growth.
- Discuss various methods of training evaluation.
- Describe the process of career development planning.
- Analyze the significance of OD interventions.

- Application-Based Questions

ICM exams often emphasize practical application, such as:

- Designing a training program for a specific industry.
- Developing a change management plan.
- Crafting HRD policies aligned with organizational goals.

- Case Study Questions

Candidates may be presented with scenarios requiring critical analysis, such as:

- Addressing resistance to change in a multinational organization.
- Developing HRD strategies to manage diversity.

- Key Terms and Definitions

Expect definitions of:

- HRD, HRM, OD, talent management, performance appraisal.

- Essay Questions

In-depth discussions on topics like:

- The future of HRD in a digital era.
- The role of leadership in HRD.

Strategies for Effective Use of ICM Past Papers in HRD Preparation

- Systematic Collection and Organization
- Gather all relevant past papers for your specific level.
- Organize them chronologically or by topic for structured revision.
- Active Practice and Self-Assessment

- Attempt questions under timed conditions.
 - Use marking schemes or model answers to evaluate your responses.
 - Identify weak areas for targeted revision.
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- Deep Dive into Model Answers
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- Study model answers to understand the depth and breadth of responses.
 - Note key points, terminology, and the logical flow of answers.
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- Focus on Key Topics and Frequently Tested Areas
-
- Prioritize topics that appear often or carry high marks.
 - Keep abreast of contemporary issues highlighted in recent papers.
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- Use Past Papers as Learning Tools, Not Just Exam Drills
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- Analyze questions to understand the underlying concepts.
 - Supplement practice with reading textbooks, articles, and case studies.

Additional Resources to Complement Past Paper Practice

- ICM Study Guides and Syllabi: To ensure comprehensive coverage of topics.
- Relevant Textbooks on HRD: For in-depth understanding.
- Online Courses and Webinars: For updated industry practices.
- Professional Journals and Articles: To stay current with trends.

Challenges and Tips for Success

Challenges

- Over-reliance on past questions may limit understanding.
- Time pressure during exams.
- Evolving nature of HRD concepts.

Tips for Overcoming Challenges

- Balance past paper practice with thorough reading.
- Develop a study timetable covering all topics.
- Practice under realistic exam conditions.
- Stay updated with current HRD trends and practices.

Conclusion

The ICM past papers in Human Resource Development are more than just examination tools; they are gateways to understanding the core principles, emerging trends, and practical applications within HRD. By thoroughly analyzing these papers, candidates can develop a strategic approach to their studies, enhancing confidence and exam performance.

Harnessing the power of past papers involves consistent practice, critical analysis, and integration with broader learning resources. As HRD continues to evolve with technological advancements and global shifts, staying well-prepared through diligent study of past questions remains an essential part of achieving success in ICM qualifications.

Embark on your preparation journey with these insights, and leverage past papers not just as exam drills but as learning instruments that deepen your grasp of human resource development in a dynamic business environment.

Question What are the key topics covered in ICM past papers on Human Resource Development? The key topics include HR planning, training and development, performance management, organizational change, leadership development, talent acquisition, and HR strategies, as commonly examined in ICM past papers. **Answer** How can I effectively use ICM past papers to prepare for Human Resource Development exams? Review past papers to understand exam patterns, practice answering questions within time limits, identify recurring themes, and assess your knowledge gaps. Combining this with reading recommended textbooks enhances preparation. What are common question formats in ICM Human Resource Development past papers? Common formats include essay questions, case studies, short answer questions, and multiple-choice questions that test both theoretical understanding and practical application of HR concepts. Where can I find authentic ICM past papers on Human Resource Development? Authentic past papers can be accessed through the official ICM website, authorized study centers, or educational resource platforms that provide past examination papers and practice questions. What skills are most frequently tested in ICM Human Resource Development exams? Frequently tested skills include analytical thinking, understanding of HR theories, ability to apply HR strategies in real-world scenarios, and effective communication of HR concepts. How do I interpret the marking scheme in ICM past papers for HR Development? The marking scheme provides insights into how marks are

allocated for different questions, emphasizing clarity, depth of analysis, and application. Carefully reviewing it helps focus your answers to meet exam expectations. What are some tips for answering case study questions in ICM Human Resource Development exams? Read the case thoroughly, identify key issues, apply relevant HR theories, back your answers with practical examples, and structure your responses clearly to demonstrate critical thinking and problem-solving skills.

Related keywords: ICM past papers, human resource development, HRD exam papers, ICM HRM past exams, human resource management papers, ICM study materials, HRD certification exam, ICM HRD coursework, human resource development syllabus, ICM exam preparation

paragraph using past perfect tense

Introduction: Understanding the Paragraph Using Past Perfect Tense

Paragraph using past perfect tense is an essential element of English grammar that helps writers and speakers convey actions or states that were completed before another point in the past. Mastering how to craft such paragraphs enhances clarity, coherence, and the overall quality of your writing. Whether you're composing academic essays, storytelling, or professional reports, understanding the proper use of past perfect tense within paragraphs enables you to narrate events in a chronological and logical manner.

The past perfect tense is often overlooked by learners but is crucial for expressing sequences of past events, emphasizing the earlier action, and establishing clear timelines. This article provides an in-depth exploration of how to construct effective paragraphs using past perfect tense, including grammatical rules, examples, common mistakes, and practical tips for writing with precision and clarity.

What Is the Past Perfect Tense?

Definition and Usage

The past perfect tense describes an action that was completed before another action or time in the past. It is formed with the auxiliary verb "had" followed by the past participle of the main verb.

Structure:

- Affirmative: Subject + had + past participle (e.g., She had finished her homework.)

- Negative: Subject + had not (hadn't) + past participle (e.g., They hadn't arrived yet.)
- Interrogative: Had + subject + past participle? (e.g., Had you seen that movie?)

Primary uses include:

- Indicating an action completed before a specific point in the past.
- Showing cause-and-effect relationships between different past events.
- Narrating stories or histories with a clear sequence.

Examples of Past Perfect Tense

- She had already left when I arrived.
- They had completed the project before the deadline.
- By the time the meeting started, he had prepared all the documents.
- We had lived in that city for ten years before moving abroad.

Constructing a Paragraph Using Past Perfect Tense

1. Planning Your Narrative or Explanation

Before writing a paragraph in past perfect tense, it is vital to plan the sequence of events. Identify which actions occurred first and which followed. This planning ensures logical flow and clarity.

Steps to plan:

- List the key past events you want to include.
- Arrange them chronologically, noting which happened first.
- Decide where to use past perfect tense to emphasize the earlier actions.

2. Using Past Perfect to Clarify Time Relationships

The past perfect sets the background for a story or explanation, establishing what had happened before another past event. It helps avoid confusion about the sequence.

Example:

After she had finished her work, she went out for a walk.

In this sentence, "had finished" clearly indicates that her work was completed before she went out.

3. Combining Past Perfect with Simple Past

Typically, a paragraph using past perfect tense includes a mixture of past perfect and simple past to depict the sequence of events.

Example:

They had already eaten dinner when we arrived. We decided to wait until they finished.

Here, "had already eaten" is past perfect, happening before "we arrived," which is simple past.

4. Structuring the Paragraph Effectively

To craft a well-organized paragraph using past perfect tense, follow this structure:

- Topic Sentence: Introduce the main idea or event.
- Supporting Sentences: Use past perfect to describe actions completed before the main event.
- Additional Details: Include context or consequences, often using simple past or other tenses.
- Concluding Sentence: Summarize or reflect on the sequence.

Example Paragraph:

Before the company launched its new product, the marketing team had conducted extensive research. They had analyzed customer feedback, studied competitors, and tested various advertisement strategies. By the time the campaign started, they had already identified the target audience and tailored their messaging accordingly. This preparation contributed significantly to the campaign's success.

Common Mistakes in Using Past Perfect in Paragraphs

Understanding common errors can help you avoid pitfalls and improve your writing.

1. Overusing Past Perfect

Using past perfect unnecessarily can clutter your writing. Reserve its use for actions that clearly occurred before other past actions.

Incorrect:

- She had went to the store and bought groceries. (Incorrect form: "had went" should be "had gone.")

Correct:

- She went to the store and bought groceries.

2. Confusing Past Perfect with Past Simple

Mixing these tenses without clarity can confuse the reader about the sequence of events.

Incorrect:

- I had breakfast, then I went to school.

Better:

- I had had breakfast before I went to school. (Use past perfect for the first action.)

3. Omitting the Past Perfect When Needed

Failing to use past perfect when necessary can distort the timeline.

Example:

- She arrived after he had left. (Correct)
- She arrived after he left. (Possible but less clear about the sequence)

Practical Tips for Writing Effective Paragraphs Using Past Perfect Tense

- Identify the timeline: Clearly determine which actions occurred first.
- Use past perfect for earlier actions: Employ it to set the background or sequence.
- Combine with simple past: Use simple past for subsequent actions.
- Maintain consistency: Keep verb tenses consistent to avoid confusion.
- Use time markers: Words like "already," "before," "by the time," "when," help clarify the

sequence.

Examples of Effective Paragraphs

Example 1: Narrative of an Event

By the time the guests arrived, she had already prepared all the decorations. She had decorated the entire house, set up the tables, and arranged the flowers. When her friends knocked on the door, everything was ready, and she welcomed them with a smile. Her meticulous planning had paid off, making the celebration memorable.

Example 2: Historical Explanation

The explorers had discovered the island months before the scientific team arrived. They had documented the flora and fauna, set up temporary camps, and collected samples. When the researchers finally reached the site, they had a wealth of data to analyze, which contributed to groundbreaking ecological studies.

SEO Optimization Tips for Writing About Paragraphs Using Past Perfect Tense

To ensure your article reaches a wider audience, incorporate relevant SEO strategies:

- Use keywords naturally throughout the article, such as "past perfect tense," "how to write a paragraph using past perfect," "grammar tips for past perfect," and "examples of past perfect tense."
- Include descriptive headings with keywords.
- Maintain a clear and logical structure, making it easy for search engines to index your content.
- Use relevant internal and external links to authoritative grammar resources.
- Optimize meta descriptions and image alt texts if applicable.

Conclusion: Mastering Paragraphs Using Past Perfect Tense

Crafting well-structured paragraphs using past perfect tense is a vital skill for effective storytelling, academic writing, and professional communication. By understanding the grammatical rules, recognizing how to sequence events logically, and avoiding common mistakes, writers can produce clear, coherent, and engaging narratives. Remember to plan your narrative carefully, use past perfect to set the background, and combine it seamlessly with other tenses for smooth flow.

Practicing these techniques will enhance your command of English grammar and elevate your writing to a more professional level. Whether you're recounting past experiences, explaining

historical events, or narrating stories, mastering the paragraph using past perfect tense will enable you to communicate with precision and clarity.

Start implementing these tips today and see your writing transform into compelling, well-structured narratives that captivate your audience!

Paragraph Using Past Perfect Tense

The past perfect tense, a fundamental aspect of English grammar, has long been an essential tool for writers and speakers aiming to express actions that had been completed before another past event. Its nuanced function allows for clarity and precision in storytelling, historical recounting, and detailed descriptions. This tense provides a way to establish a clear sequence of events, making narratives more coherent and engaging. Over the years, the use of the past perfect tense has evolved, influencing literature, journalism, academic writing, and everyday communication. In this article, we will explore the intricacies of the past perfect tense, its formation, usage, common pitfalls, and effective strategies for mastering it.

Understanding the Past Perfect Tense

Definition and Basic Structure

The past perfect tense is used to describe an action that had occurred before another action or point in the past. It is formed by combining the auxiliary verb had with the past participle of the main verb.

Structure:

- Affirmative: Subject + had + past participle (e.g., She had finished her homework.)
- Negative: Subject + had not (hadn't) + past participle (e.g., They hadn't arrived yet.)
- Interrogative: Had + subject + past participle? (e.g., Had you seen that movie?)

Formation Rules and Examples

The formation of the past perfect is straightforward but requires attention to verb forms. Regular verbs form the past participle by adding -ed, whereas irregular verbs have unique past participle forms.

Verb Type	Example Sentence	Past Participle
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| Regular | I had walked to the park before it rained. | walked |

| Irregular | She had written several letters before noon. | written |

Examples:

- They had left the house when I arrived.
- She had already eaten when the guests came.
- We had never seen such a beautiful sunset before that day.

Common Uses of the Past Perfect Tense

Expressing Completed Actions Before a Past Point

The primary use of the past perfect is to specify that an action was completed before another past event.

Example:

- By the time the movie started, we had already bought the tickets.

In Reported Speech and Indirect Statements

The past perfect is often used when reporting speech, especially when the original statement involved a past perfect tense.

Example:

- She said she had finished her project before the deadline.

In Conditional Sentences

Past perfect is common in third conditional sentences, indicating hypothetical situations in the past.

Example:

- If I had known about the traffic, I would have left earlier.

To Show Cause and Effect in Past Narratives

It helps to clarify cause-and-effect relationships in stories.

Example:

- He had forgotten his umbrella, so he got soaked.

Advantages of Using the Past Perfect Tense

Using the past perfect tense effectively enhances communication by adding clarity and depth. Here are some notable advantages:

- Clarifies sequence: It helps differentiate between two past actions, establishing which occurred first.
- Adds depth to storytelling: Creates a layered narrative, giving context to events.
- Improves coherence: Assists in maintaining logical flow in complex sentences and narratives.
- Enables precise reporting: Vital in academic and journalistic contexts for accurate recounting of events.

Challenges and Common Mistakes

Overuse or Misuse of the Past Perfect

One common error is overusing the past perfect where simple past would suffice, leading to clunky sentences.

Example of overuse:

- Incorrect: She had gone to the store, and then she had bought groceries.
- Correct: She went to the store and then bought groceries.

Confusing Past Perfect with Other Tenses

Learners often confuse the past perfect with the simple past or past continuous, leading to grammatical inaccuracies.

Incorrect:

- I had saw him yesterday.
- Correct: I saw him yesterday.

Tip: Remember that "had" + past participle is past perfect; "saw" is simple past.

Misapplication in Conditional Sentences

Using the wrong tense in conditionals can distort meaning.

Incorrect:

- If she had studied, she would pass the exam.
- Correct: If she had studied, she would have passed the exam.

Strategies to Master the Past Perfect Tense

Practice with Timeline Exercises

Creating timelines of events can help visualize the sequence and reinforce correct tense usage.

Tip: Map out events and identify which happened first, then practice forming sentences accordingly.

Engage in Reading and Analysis

Reading literature, news articles, and historical accounts that employ the past perfect can improve understanding and intuition.

Exercise: Highlight sentences with past perfect and analyze their function.

Writing and Revising

Regularly practice writing stories or recounts involving past events. Review and revise to ensure correct tense usage.

Use Grammar Tools and Resources

Leverage online grammar checkers, tutorials, and exercises dedicated to past perfect tense.

Examples in Literature and Media

Many authors and speakers have utilized the past perfect to craft compelling narratives.

Literary Examples:

- In Charles Dickens' works, past perfect often appears to set historical context.
- In memoirs, authors frequently use past perfect to recount prior experiences.

Media and Journalism:

- News reports often employ the past perfect when describing events leading up to a recent incident.

Conclusion

The past perfect tense, though seemingly simple in structure, plays a crucial role in conveying complex sequences of past actions. Its correct application enhances clarity, storytelling depth, and grammatical precision. While it can pose challenges for learners, consistent practice, mindful analysis, and contextual reading can significantly improve mastery. As language users continue to refine their understanding of this tense, their ability to narrate, report, and analyze past events with nuance and accuracy will undoubtedly strengthen. Embracing the past perfect as a vital grammatical tool opens up richer ways to communicate the layered tapestry of human experiences and histories.

In summary, mastering the past perfect tense involves understanding its formation, recognizing its primary functions, avoiding common pitfalls, and applying it effectively in various contexts. Whether in academic writing, storytelling, or everyday conversation, the past perfect remains a powerful means to articulate the sequence and significance of past events with clarity and sophistication.

Question What is the past perfect tense used for in a paragraph? The past perfect tense is used in a paragraph to show that an action was completed before another past action or point in time. How can I identify a paragraph that uses the past perfect tense? Look for verbs that are in the form of had + past participle, which indicate actions completed before other past events within the paragraph. Why is it important to use past perfect tense correctly in a paragraph? Using past perfect correctly helps clarify the sequence of events, making the timeline of actions clear and improving the coherence of the paragraph. Can you give an example of a paragraph using the past perfect tense? Sure. 'She had finished her homework before her friends arrived. By the time I called, she had already left the house.' What are common mistakes to avoid when using past perfect tense in a paragraph? Common mistakes include using the past perfect with simple past instead of when it's necessary, or omitting 'had' and just using the past participle. How does the past perfect tense improve storytelling in a paragraph? It provides clarity on the sequence of events, helping the reader

understand what happened first and how events are connected chronologically. Is it necessary to use past perfect tense in all past narratives? No, it's only necessary when you want to emphasize that one past action occurred before another past action. How do I change a simple past sentence into a past perfect sentence? Add 'had' before the past participle of the verb. For example, 'She finished her work' becomes 'She had finished her work.' What are some signal words that indicate the use of past perfect in a paragraph? Words like 'before', 'by the time', 'already', and 'when' often signal the need for past perfect tense. Can past perfect tense be used in both formal and informal writing within a paragraph? Yes, past perfect tense can be used in both contexts to clarify the sequence of events, although it is more common in formal writing.

Related keywords: past perfect tense, paragraph writing, grammatical structure, writing tips, tense usage, English grammar, sentence construction, language learning, writing skills, tense consistency

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