



# ICM

SEPTEMBER 2015

ORGANISATIONAL BEHAVIOUR

**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 [ ]
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1. Change can be initiated by events within or external to an organisation. Analyse the main internal and external triggers to change. [20]
  2. Organisations are often characterised by conflict. However, conflict can have positive as well as negative consequences for an organisation. Compare and contrast functional and dysfunctional conflict. [20]
  3. Critically evaluate Edgar Schein's model of organisational culture, commenting on whether or not you consider it to have any continuing relevance to organisational behaviour in the modern business environment. [20]
  4. The impact of person perception on organisational relationships is a much researched area. Explain the main sources of errors, and the appropriate remedies, in person perception. [20]
  5. Two of the most important perspectives on organisational learning have been put forward by behaviourist and cognitive theorists. Analyse these TWO schools of thought on learning. [20]
  6. Organisational groups typically pass through a number of stages in their development. Review the commonly recognised stages in the development of a group. [20]
  7. The rational form of organisational structure is favoured by many as an effective form of organisation. It does, however, have its limitations. Analyse the features, strengths and weaknesses of the structure. [20]
  8. Review the concept of business process reengineering and explain its significance in the study of organisational behaviour. [20]