



ICM

SEPTEMBER 2015

PEOPLE IN ORGANISATIONS

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) The examination paper consists of TWO parts
- c) Part A comprises **FOUR** compulsory short answer questions and is worth **40%** of the final mark. It is recommended that you spend approximately ONE HOUR on Part A
- d) Part B comprises **THREE** compulsory questions and is related to the pre-issued case study that you will have analysed before entering the examination room. This part is worth **60%** of the final mark. It is recommended that you spend approximately TWO HOURS on Part B, which includes planning and checking your answers
- e) Please note that your answers to Part B should be analytical rather than purely descriptive. Purely descriptive type answers will attract few marks
- f) **Candidates are allowed to take up to two pages (four sides) of A4 notes related to the pre-issued case study into the examination room. These notes should be handed in and securely attached to your examination script at the end of the examination period**
- g) Marks awarded for each question are shown in []

PART A

Note to candidates: Answer ALL questions in this section (40%).

- 1. A contingency model of Organisational Behaviour (OB) has been explained as three levels that are all linked together: Organisational, Group and Individual levels. Examine TWO of these elements at the Individual level and explain their linkage with the other two levels (Organisational and Group). [10]
- 2. Explain how an organisation might turn individual contributors into team members. [10]
- 3. Review the behaviour implications of different organisational designs. [10]
- 4. Examine any TWO reasons why Human Resources are important to an organisation. [10]

PART B

Note to candidates: Answer ALL questions in this section (60%). These questions relate to the pre-issued case study.

- 5. Jennifer is concerned that if she embarks on her idea of moving to a 'virtual organisation', her core team will no longer be a team. Explore the challenges of moving to a virtual organisation, and what this will mean for her workers. [20]
- 6. Jennifer is concerned about how to communicate the proposed move to a virtual organisation. Review and recommend the communication strategy she could adopt and why. [20]
- 7.
 - a) The prospect of change can result in a change in the emotional state of an individual. Examine the emotional states that might result if Jennifer decides to move to a virtual organisation. [10]
 - b) Explain the Affective Events theory model as it would apply to this case. [10]

