



ICM

DECEMBER 2016

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. The senior management of an organisation will often face the challenge of overcoming resistance to a change in strategy, structure, systems or processes. Analyse the actions that can be taken to overcome resistance to change. [20]
 2. Critically evaluate the behaviourist and cognitive theories of organisational learning. [20]
 3. Analyse the grid theory of organisation development developed by Blake and Mouton and assess its contribution to the study of behaviour in organisations. [20]
 4. Explain what the **coping cycle** is and analyse its contribution to an understanding of organisational behaviour. [20]
 5. The bureaucratic form of organisation typically attracts much criticism. Commentators have, however, identified a number of benefits associated with this form of organisation. Analyse the advantages and disadvantages of the bureaucratic form of organisation. [20]
 6. Critically evaluate FIVE approaches to resolving organisational conflict. [20]
 7. It is widely recognised that group norms have a significant influence on the behaviour of individuals in groups. Analyse the purpose and contribution of group norms and review the ways in which they are developed. [20]
 8. Henry Mintzberg identified FIVE basic parts of an organisation structure. Explain EACH of these. [20]