



ICM

DECEMBER 2016

PEOPLE IN ORGANISATIONS – PRE-ISSUED CASE STUDY & GUIDELINES

Important notes for candidates regarding the pre-issued case study

The case study is designed to assess knowledge and understanding of the People in Organisations syllabus in the context of the relevant case study. The examiners will be marking candidates' scripts only on the basis of the questions that have been set. Candidates are advised to pay particular attention to the mark allocation on the examination paper and to plan their time accordingly.

Candidates should acquaint themselves thoroughly with the case study and be prepared to follow closely the instructions given to them on the examination day. Candidates are advised not to waste valuable time collecting unnecessary data. The cases are based upon real-life situations and all the information about the chosen organisation is contained within the case study.

As this case represents a real-life situation, anomalies may be found in the information you have before you. Therefore, please state any assumptions you make that are reasonable when answering the questions. Remember, you are going to be tested on your overall understanding of the case issues and your ability to answer the questions that are set in the examination.

In order to prepare for the examination, candidates will need to carry out a detailed analysis of the case material ahead of the examination. Candidates have sufficient time during the examination to answer all the questions, but this means that detailed analysis has taken place before commencing the examination. The examiners are looking for clear evidence that candidates have a good understanding of the case and can use the relevant course ideas from the syllabus to answer the questions.

The copying of pre-prepared 'group' answers, including those written by other third parties, is strictly forbidden and will be penalised. Thus, questions will demand analysis in the examination itself and individually composed answers are required in order to pass.

Candidates are only allowed to take up to two pages (four sides) of A4 notes into the examination room. These notes should be attached to the answer script at the end of the examination and returned.

A copy of the pre-issued case study material will be available in the examination. Candidates are NOT permitted to take into the examination the downloaded case study or any other notes. Candidates should not attach any other additional information in any format to their answer script. Any attempt to introduce such additional material will result in the candidate's paper being declared null and void.

The examination will be for **THREE HOURS** and will consist of **TWO** parts.

Part A comprises **FOUR** compulsory short answer general questions and is worth **40%** of the final mark. **These questions are not specifically related to the case study.** It is recommended that you spend approximately **ONE HOUR** on Part A.

Part B comprises **THREE** compulsory questions 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.



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PEOPLE IN ORGANISATIONS
CASE STUDY – RESEARCH AND DEVELOPMENT IN THE CAR INDUSTRY

Klein and Petty (K&P) are one of the largest and most successful providers of training and development in Europe with offices in most major European countries. They were formed in 2001 by Kay Klein and Tom Petty who were both successful entrepreneurs working for large multinational companies. By 2008 K&P had opened additional offices in Singapore, Hong Kong and Mumbai.

K&P has become leading providers of learning and development solutions and employs an experienced and dynamic group of consultants with experience across a range of manufacturing and service providers. They pride themselves on providing for their clients innovative delivery approaches and creating optimum blended learning experiences to develop the capacity of their client's personnel.

The K&P consultant brings the latest business school thinking with hands-on learning expertise to provide an engaging and focused learning experience. The company's consultants have worked with many global brand leaders such as Marks & Spencer, HSBC, British Airways, Arqiva etc. The company provides bespoke delivery to meet client needs in their delivery of training and development. The company have been market leaders in developing a range of delivery methods which have included: face-to-face training (in groups or for individuals), E-Learning, online toolkits, virtual classrooms, coaching and mentoring, videos, mobile learning, keynote speakers, experiential events, games and simulations and Holographic Virtual Learning. Some of the programmes include:

1. Graduate and early career development
2. Leading Yourself
3. Leading Others
4. Leading Teams
5. Leading Businesses
6. Talent Development
7. Behavioural Intelligence
8. Sales, Negotiation and Marketing

The company has just been awarded a contract from a vehicle manufacturer who has established a new Research and Development (R&D) centre 20kms outside Paris, France. The French car company has established this R&D centre in collaboration with two well-known French engineering universities. The key objective of this new R&D centre is to look at a range of non-fossil fuel technologies. The company already produces electric cars and vans as well as hybrids.

The centre will look at developing these technologies further, but its main objective will be to look at other forms of potential propulsion systems such as hydrogen, propane, biomass sources. The car company has set aside 25 million Euros for R&D into these alternative fuels. The centre should start its research activities in six months' time with a brief to bring new fuel systems into a production stage in three years' time or sooner.

Currently the human resources management section has been recruiting key personnel from the car industry as well as from universities to man the new centre. Initially there will be a team of 30 personnel who have been selected for their knowledge and expertise in fuel systems, micro engineering, metallurgists, mathematicians etc. It is expected that this team will expand upon prior work in this area and in their new facilities. The new teams will be driven by the need to respond to global competition and the increasing speed of technological change in the vehicle industry. The company will rely heavily on R&D to accelerate innovation whilst maintaining tight controls on budgets. The new centre will not be directly controlled through the company's organisation structure, but will work independently and headed by a senior director of the car company. The split is to encourage innovative thinking in the R&D teams. The key objectives given to K&P are to foster innovation in the teams, and to give the new team leaders the skills and support necessary to function efficiently and effectively as soon as possible. There is pressure on the new centre to deliver, test and bring to a production stage, alternative prototypes that will be the basis of the company's strategy in the future.

continued overleaf

K&P have had considerable experience in this sector and have asked for the interview notes and curriculum vitae of the 30 employees (with their permission). This information will be useful to enable the consultants to gain some important information on the personnel they will be involved with. Initial discussions have taken place with Kate Bishop who will be the Head of R&D and is a member of the senior management team who are located in the Paris headquarters.

The outcomes of the meeting with Kate and the consultant team provide the consultants with valuable information. Kate points out that engineers and scientists can be difficult to manage and can be especially sensitive, as their motivators are often closely connected with advancing their fields of work, rather than financial power and reward. Prioritising between different lines of research can be highly emotive and any R&D team needs to manage these carefully. This means teams will also need to realign personal incentives with new ways of working. Some of the new staff are not familiar with the culture of the parent company and will initially find themselves having to take in a great deal of information about how the company works. Kate goes on to talk about the importance of forming these multidisciplinary teams which are drawn from many disciplines and backgrounds. It is essential that these new teams work together well and are able to communicate and liaise with specialists in other teams, both in and outside the company.

NB: For the purpose of this case assume that the R&D teams will initially consist of no more than 8-10 people drawn from across a range of disciplines.