



# ICM

DECEMBER 2016

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 of **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 answer 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. Examine what is meant by both **intrinsic** and **extrinsic** motivators. [10]
2. Evaluate the terms '**reliability**' and '**validity**' in relation to personality testing. [10]
3. Briefly evaluate the FOUR major perspectives on organisational culture. [10]
4. Explore the differences between international human resource management and domestic human resource management. Identify at least FOUR key differences between the two. [10]

**Part B**

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

5. When people work in multidisciplinary teams (MDTs), they have different but complimentary skills and experiences that can contribute to the overall effort. However, they may not share the same communication preferences and styles. Without good communication, confusion and misunderstandings can diminish the team's abilities. Devise a suitable programme to improve communications in MDTs. [20]
6. Examine how you might go about developing resilient multidisciplinary teams. [20]
7. Explore the important skills and competencies that would be essential in order to lead multidisciplinary teams. [20]