



# ICM

JUNE 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 [ ]
1. Whilst conflict is a common occurrence in organisations, it does not always have a negative impact on organisational performance. Compare and contrast functional and dysfunctional conflict on organisational performance. [20]
  2. The rational model of organisation structure has a number of distinctive features. Explain the features, strengths and weaknesses of this model. [20]
  3. Organisational development (OD) is considered to bring many benefits to an organisation. Review the main benefits that OD interventions bring to an organisation. [20]
  4. Meredith Belbin's team role theory is recognised as having made a significant contribution to the understanding of behaviour in organisations. Critically review this theory. [20]
  5. Organisational performance is significantly influenced by the effectiveness of the communication processes within an organisation. Analyse the main barriers to communication. [20]
  6. Groupthink can pose a challenge to effective team performance. Explain the characteristics and symptoms of groupthink and consider appropriate remedies to prevent its occurrence. [20]
  7. Analyse Schein's model of organisational culture and assess its contribution to understanding organisational performance. [20]
  8. Critically evaluate the merits in adopting a participative approach to the implementation of organisational change. [20]