



ICM

JUNE 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 – ENORMOUS CHANGES ARE AHEAD

2015 has been a big year in the world of corporate talent. The economy has improved (near full employment in the US), the job market for technical and professional skills is hot, and technology is radically changing the whole nature of work.

If one thinks back some 35 years, we can barely recognise what work is like today. We can reflect looking back how we used to go to work with a briefcase filled with papers, there were no computers, no voicemail, and only an office of people and a telephone to work with. We had a typing pool (people who typed letters for us), and I had an old-fashioned boss who sat in the corner office with his tie on and his jacket buttoned. He was really a wonderful manager, but it was all about 'doing your job' and getting a good performance appraisal.

Today we work at home, in coffee shops, on airplanes, and often late at night. We interact with people all over the world easily, and we have tools and technologies at our fingertips to find information, write, communicate, and analyse data like never before. Plus, thanks to the growth of cognitive computing technologies, we will all soon have thinking machines in our phones, machines that monitor where we are, what work to do, what customer problems to solve, and even what HR problems to address.

Much of this transition has been positive, but much has also been difficult. Many of us are 'overwhelmed employees' and research shows that employee engagement and retention is at an all time low. While many people are still looking for work, more and more people are getting fed up with the 24/7 work environment.

The concepts of 'integrated talent management' are rapidly changing, with most HR practices being reinvented. In fact it's fair to say that talent management as we've known it over the last ten years is about to go away and be reinvented, with a focus on what might be termed *Engagement*, *Experience*, and *Environment*.

Looking at the modern organisations, ten predictions for 2015 cover topics from employee engagement to new technologies for HR, a whole new focus on culture, renewed strategies to develop leadership, and the need to revitalise HR and invest much more heavily in analytics. But overall the big trend is this: almost everything we've done traditionally in HR has to be adjusted (or re-engineered). The younger, more mobile, more agile workforce and workplace we now live in demands new approaches: flexible work policies, more focus on empowerment and skills development, a more humane work environment, and both financial and workplace benefits which are locally relevant.

As we look at back at 2015, we see five fundamental shifts which dramatically impact corporate talent, leadership, and HR strategies.

1. Technology has removed the barrier between work and life.

Companies have to focus on culture, environment and simplification.

We are working all the time, emails and messages are streaming in 24/7, and information, conversations, and content are literally streaming at us wherever we go. The work 'environment' we live in today is radically different: people work wherever they want, leading to a huge wave of open offices; over-work is a tremendous challenge, and people are not sure how to deal with the overwhelming amount of information they receive each day. Design thinking, simplification, and ease of use are the new mantras for corporate talent programs.

continued overleaf

2. Employee engagement, culture, and leadership are lifeline issues.

Glassdoor data shows a split in companies. There are huge segments of companies who are 'highly engaged' and a similarly large number of companies whose employees are 'actively disengaged'. The highly engaged companies are attracting the best people, delivering greater customer service, and innovating better. These companies are focused on mission, culture, and leadership – and they understand that people are not 'talent', they are people – with their own personal needs and aspirations.

This focus on engagement has impacted everything we do, because ultimately employee engagement is all a business has. Companies have to rethink their coaching and development strategies, their career mobility strategies, and how they develop and select leaders. Today's leader focuses on 'building a highly engaged team' not just 'delivering on business results'.

Unfortunately research shows that the gaps in corporate leadership are wider than ever. Research by Deloitte and others show you how leadership development, assessment, and coaching have to be a top focus for 2016.

3. Learning, capabilities, and skills are the currency of success.

From both an individual and organisational standpoint, technical and professional capabilities are now the currency of success. If you can attract or develop better scientists, engineers, sales people, or functional experts you will beat your competition. And once you attract these people you must give them a compelling learning environment to stay current, as technology advances at an accelerating rate. L&D organisations and strategies have not kept up, and we are in an era where corporate learning is going through as much change as we witnessed in the early 2000s when e-learning hit the scene.

4. HR as a function is at a crossroads and must reinvent itself.

Underlying most of these issues is the need to re-skill and re-energise HR. It's interesting that the US organisations strategic HRM is now competing to sell HR certifications. The problem is not one of certification, but one of redefining what HR professionals do. Company after company are going through a restructure of their HR team, moving HR closer to the business and re-skilling generalists into finely tuned business consultants. It is believed this is a decade-long transition taking place within the HR function.

5. Data is now integral to all decisions HR must make.

Finally, we are entering a talent world where people data is now central to every decision we make. Organisations that are investing in analytics teams, analytics tools, and analytics expertise are going to far outperform their peers. Who to hire, who to promote, how much to pay, how to develop, what next job to take – all these decisions are now 'data enabled' and we expect HR technology, which is becoming more integrated every day, to become more and more like 'instrumentation of your organisation' – giving you data to improve organisational performance every day.

It is clear from these findings that technological advancement and how people are managed is a major challenge not only for the large corporate companies, but for all businesses if they are to succeed in attracting and keeping talented individuals. Technological innovation in the workplace will, in years to come, change again the nature of the workplace and how we as individuals interact with it. We all need to be aware of these changes and plan accordingly for a changing and sometimes uncertain future that we will all face.