



ICM

JUNE 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. Discuss briefly what is meant by the term '**post-Fordism**'. [10]
2. Using an example, explore the problems with the 'primacy effect' in relation to perception. [10]
3. Explore some of the advantages and disadvantages of the grapevine in organisational communications. [10]
4. What are the criticisms of content theories of motivation? [10]

Part B

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

5. Employee engagement (EE) was one of the key issues mentioned in the article. Examine the ways that managers could introduce EE schemes into the workplace. [20]
6. The article refers to the process and importance of Organisational Development (OD). Explore the purpose of OD and the values it is based on. [20]
7. If organisations are going to be ready for the changes of the future, the role and function of Human Resource Management (HRM) should be re-evaluated. When looking at strategic HRM (SHRM) models, what are the **THREE** main assumptions in these models? Explore, using an example of your choice to illustrate the SHRM model's assumptions. [20]