



ICM

MARCH 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 []
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1. Managers will often encounter resistance to change when implementing new policies, procedures and practices in an organisation. Explain:
 - a) the common causes of resistance to change [10]
 - b) how resistance to change can be overcome [10]
 2. Equity theory identifies a number of key insights into the behaviour of individuals in organisations. Analyse the ways in which equity theory seeks to explain motivation and behaviour in organisations. [20]
 3. Evaluate the recognised strengths and weaknesses of the bureaucratic model of organisation structure. [20]
 4. Group norms assist in explaining the behaviour of groups and individuals in an organisation. Explain the purpose and content of group norms and explain how they are developed. [20]
 5. Analyse, distinguishing between, the terms leadership and management. [20]
 6. Explain the approaches typically followed to resolve conflict in an organisation. [20]
 7. Review the main internal and external triggers for change in an organisation. [20]
 8. Critically evaluate the process of organisational socialisation and assess its contribution to effective organisational performance. [20]