



ICM

MARCH 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.



ICM

MARCH 2016

PEOPLE IN ORGANISATIONS
CASE STUDY – TRANSITIONS AT CLARIDON FINANCIAL SERVICES

Bruce Greenway is a Senior Analyst at Claridon and has fought hard to be where he is today as a senior member of the Claridon management team and is responsible for new client development. His rise to his senior position has not been without its problems. To build a career at Claridon he has had to be seen as tough and work long hours, which has affected his ability to be with his young family as much as he would have liked. Taking opportunities when they present themselves has been the way Claridon works if you want to 'get on'. In recent years office politics has been a major influence on his time. Bruce has had to get used to this 'game' and although it takes time and effort, he knows it is part of being where he is in the company. As his friend Ken remarked "...the higher you get up the greasy pole, the more politics you encounter".

Missing out on being with his family and friends has been hard for Bruce. Moving from country to country at first seemed fun and his family has enjoyed the different countries he has been posted to. The money and the perks he has acquired have been important, however, in recent months the pressure has been relentless and so has the political environment in the company. More demands to bring in new clients has resulted in long hours and increased pressure.

On a well-earned break, Bruce talks to his wife about the pressure and stresses of the job. Both Bruce and his wife now feel it is the right time to re-evaluate his career and look ahead to new challenges. Bruce still wants to travel but not with the pressures of the current job. A friend of his has asked him to consider taking on the Chief Financial Officer's job at a national charity for the blind. The present job holder is to retire and the charity wants an experienced person with both financial and corporate experience to help take the charity forward and to look at corporate support in the future.

A week later the decision to leave Claridon has been made. Bruce knows that he has achieved many things at Claridon whilst reaching his senior management position. It is time, however, to look ahead for a new challenge with the charity.

Bruce has always worked well with his peers at Claridon and has had a good working relationship with the recently appointed CEO, Pete Wright. Although Pete is sad to see Bruce go, he realises that people need to move on and wishes Bruce all the best. Pete is relatively new to the post of CEO and wants to take a new and more refreshing approach to the way the senior management team is developed in the future. Pete understands that Bruce has to give three months notice and has asked him to work with Claudia Wainwright who is another new manager in the company. Claudia is an experienced manager but Pete wants to develop more young women within the company to take on the more senior posts in due course. Pete, therefore, has asked Bruce to work with Claudia in order to both support her for a potential senior management role, but also to help design training for young potential managers so that in time they can take on more challenging functions as the business expands.

Bruce has found that he works well with Claudia. They get on well and have similar ideas about how to manage at a corporate level. Claudia is confident in the skills she has acquired in middle management in this sector, but has less confidence in her ability to take on a senior management role once Bruce has left the company. Bruce has decided to meet Claudia and discuss with her some of her major concerns. Bruce understands the pressures of a senior management role and needs to pass on some of his thoughts of how to operate successfully at a senior level at Claridon. Bruce has decided that Claudia should, with his supervision, take on a short project which he hopes will enable her to gain a more fuller insight into the corporate world she is about to enter.