



ICM

MARCH 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 of **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. Evaluate the various ways in which training needs can be analysed. [10]
2. Examine what is meant by **reliability** and **validity** and indicate why these concepts are important in the field of selection. [10]
3. Cultural workforce diversity has become more important to many companies. Companies value diversity so strongly that they devote sections of their websites towards diversity. Analyse the advantages and disadvantages of using diversified international teams. [10]
4. What is wrong with bribery? Consider this question from the point of view of a duty of ethics. [10]

Part B

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

5. Examine the relevant political behaviours Claudia should be aware of if she is to succeed within the Claridon corporate climate. [20]
6. Analyse relevant motivational theory that would help Claudia to 'self motivate' herself. Explain why the theory you have selected should be successful. [20]
7.
 - a) Claudia has been asked to design a 2-day training course for young women high flyers in the firm on 'Women in Senior Management'. Examine the challenges that young female employees face in a corporate environment. [10]
 - b) Devise an outline of the content of the 2-day course and your rationale for the course design you have chosen. [10]