



ICM

MARCH 2017

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 relating 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. Henry Mintzberg's study concluded that managers perform ten different and highly interrelated roles/behaviours. Explore the TEN roles, with an example for EACH. [10]
2. Briefly explore FIVE dimensions of intellectual ability. [10]
3. Evaluate the Big Five Personality Model. [10]
4. Examine briefly the SIX steps in the Rational Decision Making Model. [10]

Part B

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

5. Critically evaluate the conflict process of this case. [20]
6. Examine which conflict management technique might prove effective and why. [20]
7. Examine a suitable negotiation process that could be used and why you think the process you have chosen would be successful. [20]