



ICM

MARCH 2018

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.



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CASE STUDY – ZENACOM INDUSTRIES

Zenacom is a leading European training and development provider with offices in the UK, France, Germany and Spain. Over the past ten years Zenacom have worked with many of Europe's major companies helping with training and development needs. They have over 80 full-time and part-time staff that are drawn from across Europe and the USA. They have been particularly successful in helping companies that have either merged or taken over existing businesses. Katy Price is the new CEO of Zenacom and has been recruited to expand the business as well as promote and build new client relationships. Katy has made contact with a fellow CEO who she knows that has just been appointed CEO of Paragon Industries.

Paragon Industries is a major player in Asia in the excavation of minerals, such as manganese, bauxite, nickel, zinc and copper. As part of a new acquisition by Paragon, there is a need to recruit, train and develop the workforce. There are 300 staff at its two sites in South East Asia which include a range of specialist personnel who have a background and qualifications in the mineral and chemical industry. The 300 staff come not only from the S E Asia region, but are also recruited through agencies in Northern Europe and Canada. Thus, the workforce is multi cultural and range from experienced personnel in their respective fields, to locally recruited administrative personnel.

The two plants had been owned by a Chinese consortium whose approach was profit driven and who had a management team that had poor relationships with the plant's workforce. The result of this relationship was lower profits over the past two financial years and which now prompted them to sell the business to Paragon Industries.

Fortunately, Paragon saw potential in the two sites and their approach to managing their business is far different to that of the previous owner. It is Paragon's view that good management and, therefore, success is gained by good working relationships with your workforce. This, therefore, means that training and development is an essential part of their style of management.

Katy has asked one of her senior Training and Development team leaders to discuss with Paragon their training and development needs. Leading the team is Mohammed Khan. He and his team have had many years of experience working with European and Asian companies. Mohammed has a good team who are drawn from the USA, Japan, Asia, UK and Sweden. Each has experience in skills analysis techniques and performance evaluation techniques. Mohammed has decided to divide his personnel into three teams which would then be more able to carry out any initial assessments of Paragon's workforce. Each of the three teams will concentrate on the three broad categories of personnel (managerial and specialist professionals, administrative personnel and support staff).

The first task Mohammed and Paragon see as essential is to carry out a performance evaluation of the 300 staff. The importance of such a performance evaluation is to:

1. Improve communications
2. Provide a career path
3. Encouraging good work and improvement
4. Improve decision-making ability

Paragon is anxious to move quickly with the evaluation and to then provide the necessary training and development needs that will improve the business in the future.