

**Module 1** The Basics of Organisational Behaviour and its Relation to Management

**Module 2** Stress and Well-Being at Work

**Module 3** Contemporary Theories of Motivation

**Module 4** Organisational Control and Reward Systems

**Module 5** Job Design and Employee Reactions to Work

**Module 6** Understanding Work Group Dynamics and Group-Based Problem-Solving

**Module 7** The Influence Processes in Organisations: Power, Politics, Leadership and Entrepreneurship

**Module 8** Organisational Design and New Forms of Service-Driven Organisations

**Module 9** Managing Transitions: Organisational Culture and Change

Year		Question		Module
Dec-11	Essay# 1	1. Your company is about to open a new call centre in India and you have been given the job of doing the organisational design before the workforce is employed. The rest of the company is organised in a Functional Structure, has a tall hierarchy, a high degree of specialisation in the workforce, and managers tend to have few subordinates. The Board wants to take the opportunity in the new call centre of implementing a more modern and customer responsive organisation. What organisational design concepts do the Board need to agree to and what pressures do you envisage might need to be managed in interfacing with the rest of the company?	8	Organisational Design , Delaying , Down Sizing , SDT
	Essay# 2	1. One of your managers has an ongoing problem with one of his staff. He has been trying to use behavioural modification to change the staff member's behaviour of continually interfering with the work of one of her colleagues (whose job she used to do). He has so far tried moving the offender physically away from her colleague, ignoring the interference (along with the colleague) in the hope that it would stop, and rewarding the staff member when she does not interfere. This situation has now been going on for six months, your manager has run out of ideas, and he has asked for your help. What advice would you give from your knowledge of motivation theory?	3	Motivation Theories/ Bmod
	Essay# 3	1. The organisation you work for has been producing poor quality products and services for the last year and feedback is indicating that the company will lose customers if the situation is not addressed quickly. The Quality Director has suggested to the Board that the company needs to make much greater use of project teams, self-directed in nature, to address the problems and to implement permanent fixes. You, as a personal assistant to the CEO, have been asked to produce a paper outlining the best way of creating such teams. From your knowledge of organisational behaviour, what would you include in such a briefing paper?	5&6	SDT job design + Work Group Development and Decision- Making ( Forming , Storming , Norming , Performing & adjourning), groupthink

Jun-11	Essay# 1	1. You are a senior manager in a global Information Technology solutions company and the last two employee attitude surveys have indicated a lowering of morale alongside a general dissatisfaction with the way people perceive they are treated by the organisation. If the situation is allowed to continue, key workers may seek alternative employment. From your understanding of the key motivation theories, what advice would you give to the Board to do to change the situation?	3	A good answer would give a description of Content theories, Process theories and Behaviour Modification (BMod).
	Essay# 2	1. As a newly appointed senior manager, you are keen to involve people in decision- making. You are preparing to brief your subordinate management team on your plans. What individual aspects are important for you to emphasise in facilitating effective empowerment and then greater involvement? What organisational aspects are required to make higher involvement effective?	4	individual employees should be psychologically capable of becoming involved in participation, The second prerequisite is that employees must have the motivation to act autonomously. The third prerequisite is that employees must be able to make the personal link to seeing the relevance of participation to their own well-being.
	Essay# 3	1. As the Human Resources Director of your company, you are coming to the end of planning for a major change in how people are rewarded and promoted within the organisation. You are aware that several companies in your sector have failed to effectively introduce similar systems in the last couple of years, but you are confident that the design your people have created makes your system a much superior one. Through your study of OB, it has become clear to you that there needs to be a managed process for implementing such a change. What actions can help to ensure that effective implementation happens?	9	Kurt Lewin suggests that planned change needs to go through the 3 phases of unfreezing, changing and refreezing. Dailey extends this 3-phase approach into an 8-step approach:
	Essay# 1	Your organisation has gone through a period of downsizing following the global credit crunch. The organisation is still profit-making, but a recent and extensive consultancy report has identified that employee engagement has reached a very low point. You have been asked by the corporate Board to identify actions that managers can take to address this issue. What would you advise that managers can do to enhance work-related attitudes?	1	JS , OC & JI

Dec-10	Essay# 2	<p>As part of the team-briefing system in operation in your company, your team of highly qualified technical managers have said that they are disillusioned by the organisational approach to managing conflict in the work-place.</p> <p>Currently, they feel that senior managers ignore conflict as an issue and imply that it does not impact on the delivery of key objectives. Your senior manager has given you permission to trial a different way of working with conflict. From your understanding of OB, what would you do?</p>	6	Conflict + Problem solving
	Essay# 3	<p>You are a partner in a medium-sized professional consultancy organisation. In the past year, the mission of the organisation has been changed from a concentration on delivering consultancy reports to providing implemented solutions to client problems. It is generally accepted that to fully achieve this shift in focus there needs to be a much more entrepreneurial approach to problem solving. Some of the other partners have heard this described as encouraging 'intrapreneurial' behaviour. You have been asked, having just completed your EBS MBA, to advise what the organisation needs to do next. What would you advise?</p>	7&9	Entrepreneurship
	Essay# 1	<p>You have just completed your MBA and at a review meeting with your boss you have been told that you do not make best use of the power you have available to yourself in the organisation. This is now seen as the main barrier to you being promoted into a general managerial post. You have committed yourself to reviewing personal and organisational sources of power with a view to being promoted. Provide an outline of what you should consider in a personal action plan.</p>	7	referent power , Expert power , Legitimate power , coercive Power ,
Jun-10	Essay# 2	<p>As part of the annual appraisal round, one of your best performers tells you that he is thinking about leaving the organisation. Through discussion it becomes clear that he feels his current job offers few challenges. It doesn't require him to apply the full range of skills that he has, and he doesn't feel he can take many decisions. What can you do to try to keep this valuable worker? What practical problems might you face in implementing your solutions?</p>	5	<p>At the individual level, job design offers the capability to address the major points that have been raised in the appraisal discussion. Job enlargement, job rotation, cross training and additionally (from organisation- al design), delegation of authority are the four key action areas that would address the problem.</p>

Dec-09	Essay# 3	<p>The medium-sized company that has just employed you has a very traditional pay system in which staff are primarily rewarded with more money after longer years of service. The CEO has recognised that this restricted form of rewarding people is no longer appropriate for the industry and wants to understand what other options he might implement. Based on your understanding of OB, identify the options that are available and discuss their implications?</p>	4	Reward
	Essay# 1	<p>Your company has been experiencing a high and increasing level of staff turnover that is much greater than your competitors in the industry. Following an analysis of exit interview data, it is clear that, while your company is not the best payer in the industry, the reasons that most people give for leaving have nothing to do with pay (indeed many are leaving to take lower paid jobs outside the company). Leavers are saying they don't feel part of a team, don't feel that the company recognises a job well done, don't feel that promotion is a real possibility, don't feel that rewards are fairly distributed and don't think their skills are being used effectively. The HR Director has asked you to give some thought to what is going wrong and how the company could improve. From your knowledge of OB, what are you going to advise?</p>	4,8&9	OC, MOTIVATION , REWARD, PERFORMANCE ASSESSMENT PA & SDT
	Essay# 2	<p>A consultant has reported that the reason for your company's failure to deliver at the strategic level is that people in the organisation do not see a link between what they do on a day-to-day basis and the company plans. After a further internal survey was carried out, an additional problem has been identified that people do not know whether they are doing a good or a bad job. The Strategy Director has asked you to investigate what systems the company could put in place to remedy these problems. From your understanding of OB, what are you going to recommend?</p>	4	Goal settings - MBO / PA Methods ( Absolute Standards, ... BARS)
	Essay# 3	<p>At a meeting with your CEO the main worry that the Board has identified is that decisions are being taken at too high a level in the current functional structure of the organisation. It is suggested that the organisation needs a new structure to overcome these problems and from your knowledge of OB, the CEO wants your advice. What does the CEO need to consider?</p>	8 & 9	Organisational Design and Change Management (8&9)

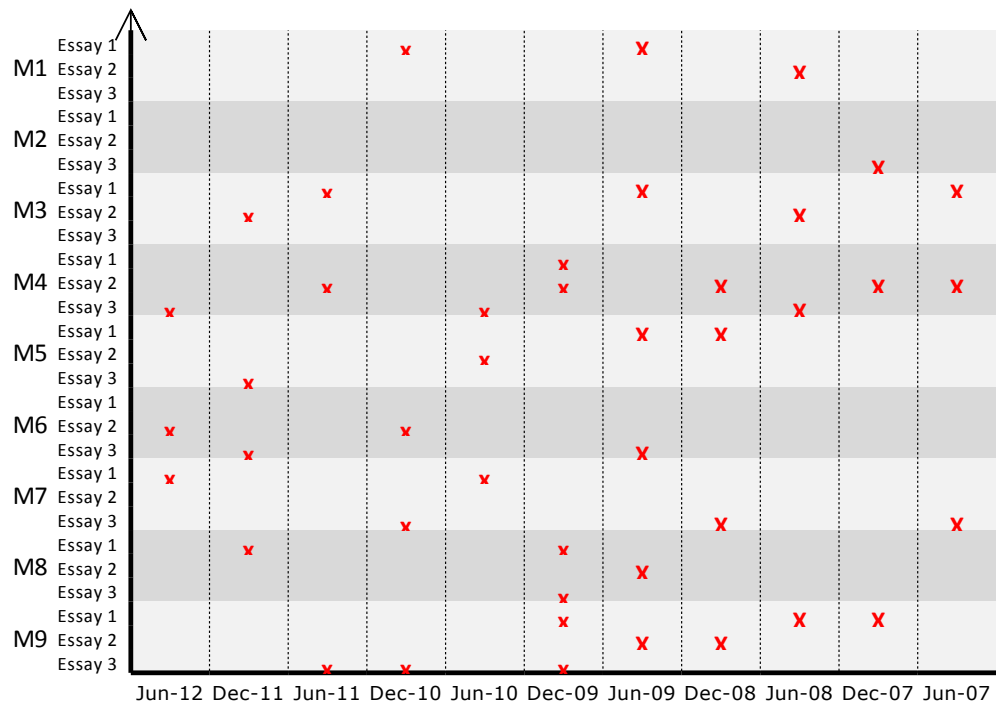
Jun-09	Essay# 1	<p>As part of your completion of an annual appraisal exercise with your team you identify that two of your staff have very different personalities that impact on how they believe that they can manage their careers in the organisation. One has the view that there is nothing that can be done at the individual level whereas the other feels that their future is in their own hands. Based on your understanding of OB concepts, how would you manage these two staff members differently to ensure that their future careers are maximised to the benefit of the organisation?</p> <p>Your organisation has just posted the worst annual report in its history, including the largest loss overall. Your CEO has been quoted in the press saying that as a direct result of this loss the company will enter into a period of reorganisation to ensure that savings can be made to help to address the issue. What organisational design concepts would help the CEO to do what he says?</p>	1, 3 & 5	Internalizers , Externalizers , Locus of Control , Machivilian ,Type A Attitude ,Brief on Motivation theory & Leadership theories
	Essay# 2	<p>You have been appointed to a programme management job in your organisation, overseeing a number of project teams each led by a different project manager. As part of the job handover by the previous programme manager, you have been advised that it appears that a number of the project teams are not operating to their full potential. What team issues would you want to explore in trying to help the project managers to create and maintain high performance teams?</p>	8&9	Organisational Design , Delayering , Down Sizing , SDT & Lewin's change model of unfreezing, change and refreezing
	Essay# 3	<p>Your organisation, over the last year, has been through a process of organisational redesign. As part of this process the number of managers has been substantially reduced, the company has moved from a functional design to a mixed product, territorial design and there have been moves to delegate more responsibility down to those functions closest to the customer. However the Board feels that, while what has been done so far has been successful, there is still work to be done at the job design level in the organisation. Focus groups held as part of change evaluation have indicated that employees generally feel low job satisfaction and are unhappy with the level of job challenge that they now experience. How can the organisation change this situation?</p>	6	Work Group Development and Decision-Making ( Forming , Storming , Norming , Performing & adjourning), groupthink
	Essay# 1		5	<p>Understanding Job Design , Making Use of Job Design for Individual Employees , The Team Approach to Job Design</p> <p>Job content factors, Horizontal job loading , Vertical Job Loading , JS &amp; Obstacles that might stand in the way of implementing Job Design principles</p>

Dec-08	Essay# 2	<p>You are a newly appointed middle manager in a government department that has been organised along the lines of a private sector organisation, with the leadership of a CEO. Individual assessment of job performance has never been a facet of organisational life in the organisation but you have been asked by the CEO to consider the advantages of such systems and how they might be implemented. What are the options that the organisation might adopt and what are the difficulties that might be experienced in their adoption?</p>	4&9	<p>The most common forms of appraisal systems are absolute standards (AS), graphic rating systems (GRS) and behaviourally anchored rating systems (BARS). In addition, it would be possible to utilise a Management by Objectives (MbO) system as an input to these systems. Lewin's change model, Dailey's eight-stage expansion of that model and perhaps the HOME model of</p>
	Essay# 3	<p>Following your successful implementation of a number of recent computer projects, you have been appointed as the project manager for a new, high profile project that will deliver a key customer interface programme. You have been given a wide remit to effectively define the budget for the project and have been given Director level status and access to the Board for the duration of the project. Having been in post for a month, you and your team have identified that there is severe resistance within customer facing groups in the organisation to co-operating with your team to do the initial design work that will lead to an effective solution. From your understanding of OB, what can you do about this situation to ensure a successful outcome?</p>	7	<p>referent power , Expert power , Legitimate power , coercive Power ,</p>
	Essay# 1	<p>The founder, past CEO and current chairman of your organisation has just died. The current CEO has decided that now would be the ideal time to change the culture of the organisation that had been created by the well respected but deceased chairman from the day the organisation was founded. The key change the CEO wants to see happen is for a shift from a rather old fashioned family company culture to the organisation being seen as a leader in service provision. What are the key things that the organisation needs to do to ensure that the culture change is effective?</p>	9	<p>Lewin's ( defreeze , change &amp; Refreeze)</p>



Jun-08	Essay# 2	<p>Your organisation has standard systems in place that manage individual relationships within the organisation. This means that everyone is treated in the same way regardless of their individual differences. As a newly appointed Director in your organisation, you have decided that you want to apply your understanding of individual differences, from the OB text, to the operation of your directorate. How would the application of that understanding affect the way that your directorate is managed?</p>	1 & 3	Individual differences (SOBC , Values , Locus of Control , Extro+Intro Version , Machivilin , Social acquired needs (Need for Power , achievement , affiliation), Job Satisfaction , Organizational commitment , Job involvement )
	Essay# 3	<p>Your organisation has just been taken over by a United States based corporation and the new owners are setting up a number of teams to manage the changes that they want to implement in your organisation. The team that you have been appointed to is the one that has been tasked to design and implement team based reward systems across the organisation and to move away from existing, wholly individually based, reward systems. Your team knows that you have some knowledge of this subject area from your OB studies and they have asked you to brief them on what you know. What will</p>	4	Reward
	Essay# 1	<p>As part of your new job in the HR Department of your organisation you have been given the task of managing the latest intake of new graduates into the company for the first two weeks prior to their appointment to their full time posts. The organisation is obviously happy with the technical qualifications of these new staff but you have been tasked to ensure that they fit in with the way things are done in your organisation. From your understanding of OB, what are the things that the company should ensure happen with these new employees in this two-week period?</p>	9	SALATAAAA ( Collection of cocktails)
Dec-07	Essay# 2	<p>Your organisation has identified, through exit interviews, that the major reason for people leaving the company is dissatisfaction with the current reward policy that in essence pays individuals more the longer they have been employed. In addition, the latest employee satisfaction survey of people currently employed also identifies reward as being the area of most concern. From your knowledge of OB, what are the key changes that you could consider making to create a more effective reward strategy?</p>	4	Reward System & MBO

Jun-07	Essay# 3	<p>One of your most effective team members has been off sick for the last six weeks with a stress- related illness and is due to return to work next week. You have been invited to a meeting with your Human Resources Director to discuss how the organisation should ensure that the individual is reintegrated into the organisation. As part of your preparation for that meeting you have reviewed your OB text. What are the key things you would want to discuss with the HR Director?</p> <p>Following completion of your MBA, you start work as a lecturer in a Post-School college and one of the lectures you are expected to give to your students is on the subject of motivation theory. Which key theories would you include in such a lecture and how would you relate them to the realities that your students would face in their working lives (one group is looking forward to a military career while another is aiming for a career in the finance services sector)?</p>	2	Stress
	Essay# 1		3	Motivation Theories
	Essay# 2	<p>Your organisation has just completed the annual appraisal of employee performance using an Absolute Standards system. A number of employees have complained that the system is unfair and that they do not feel that supervisors are applying the standards consistently. Following a meeting with the HR Director, you have been asked to summarise what might be going wrong with the current system and to define alternative systems that the organisation would find more effective. What would you include in your response?</p>	4	The most common forms of appraisal systems are absolute standards (AS), graphic rating systems (GRS) and behaviourally anchored rating systems (BARS). In addition, it would be possible to utilise a Management by Objectives (MbO) system as an input to these systems. Lewin's change model, Dailey's eight-stage expansion of that model and perhaps the HOME model of cultural change.
	Essay# 3	<p>As part of your fast track development programme you have been given a project to revitalise Leadership in your organisation. The Board has identified that although the organisation has 3000 managers (across a flat hierarchy of 5 layers from junior managers to the Board), the employees, (based upon the last two employee attitude surveys) do not feel managers are effective leaders. You have been given a budget of £1.5M (£500 per manager) to come up with a solution. You have been asked to attend a Board meeting in 3 hours time to discuss possible actions. From your understanding of Leadership theory in OB, what points do you think the Board need to understand before the project starts?</p>	7	Leadership Aspects , Treat Aspects , Behavioural , Contengency & Path Goal Theory



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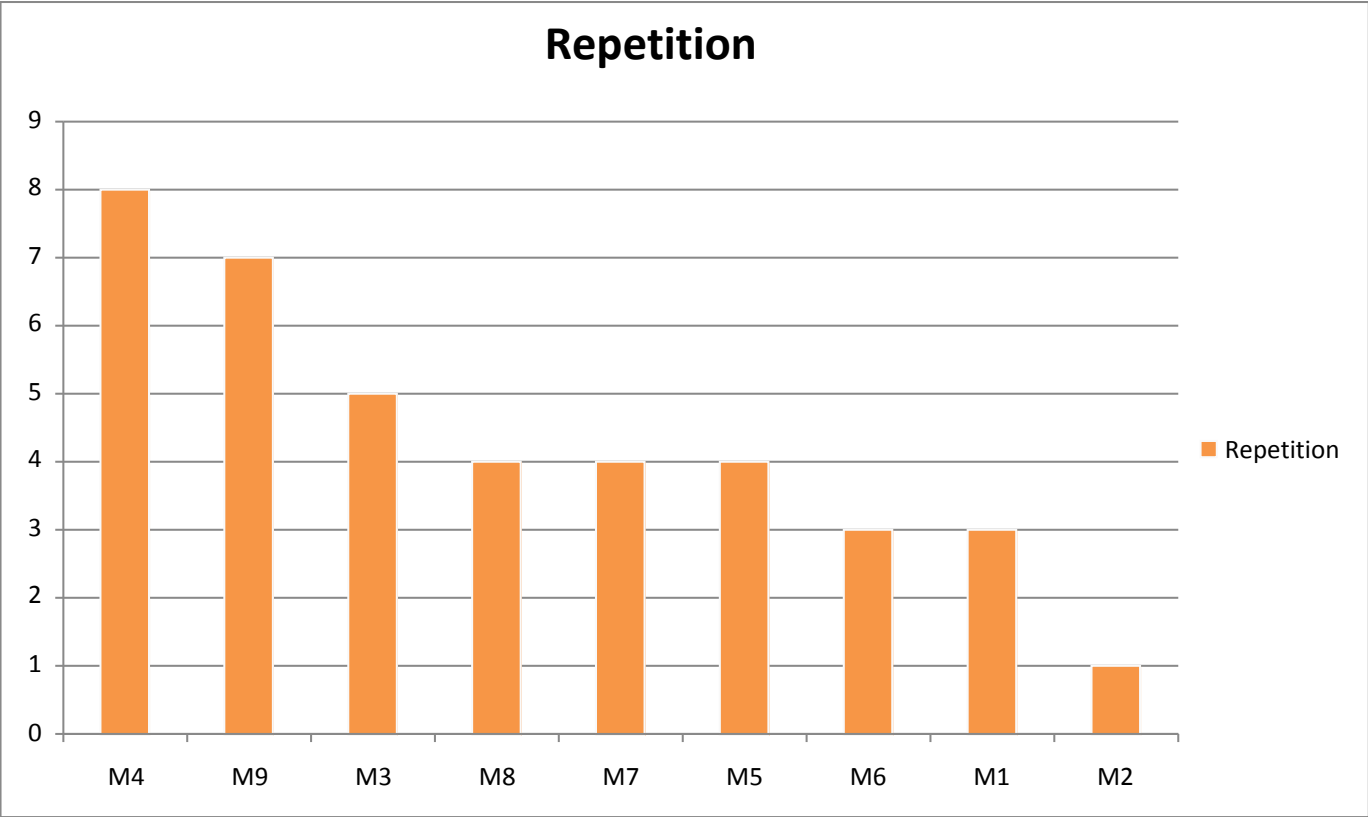
**Module 7** The Influence Processes in Organisations: Power, Politics, Leadership and Entrep

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Module   Repetition

M4	8
M9	7
M3	5
M8	4
M7	4
M5	4
M6	3
M1	3
M2	1



Year	File PDF
Jun-12	<div>Adobe Acro</div>
Dec-11	<div>Adobe Acro</div>
Jun-11	<div>Adobe Acro</div>
Dec-10	<div>Adobe Acro</div>
Jun-10	<div></div>

Year	File PDF
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Dec-09	Adobe Acro
Jun-09	Adobe Acro
Dec-08	Adobe Acro
Jun-08	Adobe Acro

Year	File PDF
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Year	File PDF
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Jun-11	<div>Adobe Acro</div>