

HERIOT-WATT UNIVERSITY

ORGANISATIONAL BEHAVIOUR – JUNE 2011

Section II

Essay Questions

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?
(60 Marks)

2. 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?
(60 Marks)

3. 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?
(60 Marks)

(Total 180 Marks)

END OF PAPER