



HERIOT-WATT MANAGEMENT PROGRAMME

HUMAN RESOURCE MANAGEMENT / ORGANISATIONAL BEHAVIOUR – STAGE 2

December 2009

For Official Use Only

Surname:

First Name:

Registration/Matriculation No:

Seat No. (if applicable):

Course:

Date:

No	Mark
A1	
A2	
A3	
B1	
B2	
B3	

Declaration

I certify that I have read the Examination Regulations (see back cover) and understand that I am required to abide by them.

Student's Signature:.....

INSTRUCTIONS TO CANDIDATES

1. At the start of the exam ensure that you have written all the details required above.
2. Read the instructions on page 2.
3. Start each question on a new page.
4. Rough workings should be confined to the left hand pages.
5. This book must be handed in entire and unfolded.

PLEASE READ THE EXAMINATION REGULATIONS ON THE BACK COVER

PART I

EXAMINATION INSTRUCTIONS

The duration of the examination is **3 hours**. You may allocate your time as you see fit.

The paper is in two sections:

You are required to answer **THREE** questions in total:

- SECTION A: Answer **at least ONE** question in this section
- SECTION B: Answer **at least ONE** question in this section

Plus

- **ONE OTHER** question from **either** Section A **OR** Section B

All questions in this examination carry EQUAL marks.

This examination document is in two parts.

Part I is the question booklet.

Part II is the answer booklet.

Please ensure that **BOTH PARTS** are returned at the end of this examination.

SECTION A

Answer **at least ONE** question in this section, plus one other Question from either Section A **or** Section B. You must answer **THREE** questions in total. All questions in this examination carry EQUAL marks.

Question A1

Business leaders will have to face many challenges in the turbulent 21st century. What skills and behaviours will business leaders have to change to meet these challenges?

Question A2

Deal and Kennedy (1982) have argued that culture is the single most important factor that determines the success or failure of an organisation. What, in your opinion, are the main features of organisational culture?

Question A3

Discuss the major causes of conflict between groups. How can a manager reduce conflict between groups?

SECTION B

Answer **at least ONE** question in this section, plus one other Question from either Section A **or** Section B. You must answer **THREE** questions in total. All questions in this examination carry EQUAL marks.

Question B1

Explain the key aspects of performance appraisal and establish its link to performance management.

Question B2

Outline the ways in which an organisation might evaluate the effectiveness of its training programmes?

Question B3

‘Human resource planning is a waste of scarce organisational resources.’ To what extent would you agree with this statement?

END OF PAPER

EXAMINATION REGULATIONS

Candidates are subject to the regulations governing examinations which are published by the University. The main points are summarised below.

- 1.** A candidate shall not bring written, printed or any other material into the examination room except such as may be authorised by the examiners. Briefcases and other similar containers, the main purpose of which is to carry papers, shall not be brought into the examination room.
- 2.** A candidate shall not communicate with, receive assistance from or copy from the paper of another candidate during an examination.
- 3.** A candidate shall not leave the examination room less than half an hour after the start of an examination, except with the permission of the invigilator and shall not leave the examination room during the last fifteen minutes of an examination.
- 4.** At the end of the examination a candidate must return the answer book or books to the invigilator together with any other material on which he/she has written or drawn during the examination. Under no circumstances should a candidate remove an answer book, used or unused, from the examination room.