

MET2

MANUFACTURING ENGINEERING TRIPOS PART IIA

Wednesday 3 May 2017

9 to 12

Paper 4

Module 3P6: ORGANISATIONAL BEHAVIOUR

(Section A)

Module 3P7: MANAGING BUSINESS AND PEOPLE

(Sections B and C)

*Answer **four** questions, of which **two** must be taken from section **A** and **one** from each of sections **B** and **C**.*

*Answers to section **A**, **B**, and **C** must appear in three separate booklets.*

All questions carry the same number of marks.

*The **approximate** percentage of marks allocated to each part of a question is indicated in the right margin.*

*Write your candidate number **not** your name on the cover sheet.*

STATIONERY REQUIREMENTS

8 page answer booklet x 3

Rough work pad

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM

Engineering Data Book

CUED approved calculator allowed

10 minutes reading time is allowed for this paper.

You may not start to read the questions printed on the subsequent pages of this question paper until instructed to do so.

SECTION A

Answer **two** questions from this section.

1 (a) Describe and contrast the principles of the four ethical frameworks - *teleological ethics*, *deontological ethics*, *virtue ethics* and *ethical learning and growth*. [35%]

(b) Describe the key principles of *Shareholder Capitalism* and explain the main problems associated with it. [35%]

(c) In 2010 Greenpeace ran a campaign relating to the use of palm oil by Nestlé in the production of KitKat. Describe the sustainability, business ethics and social responsibility issues raised by Greenpeace during this campaign and discuss why Nestlé felt the need to respond to the Greenpeace campaign. [30%]

2 (a) Describe and contrast the main features of *classic* and *operant* conditioning. [30%]

(b) What is the role of pay in motivating people to work? [35%]

(c) Describe Maslow's and Herzberg's models within the context of motivation. Contrast the position of intrinsic motivators in the two models. [35%]

3 (a) Describe Fayol's *five functions of management* using examples to illustrate each function. [30%]

(b) Describe the pros and cons of *bureaucratic organisation* in a rapidly growing manufacturing firm. [35%]

(c) What is the difference between *formal* and *substantive* rationality? Describe the Nazi Holocaust in terms of these two forms of rationality. [35%]

4 (a) Explain the differences between *leadership* and *management*. [30%]

(b) Compare and contrast Lewin's three leadership styles. [40%]

(c) Explain the differences between *transactional* and *transformational* leadership styles using examples to illustrate where each might be more effective. [30%]

SECTION B

Answer **one** question from this section.

5 (a) Sketch and explain the main elements of the *Opportunity Cycle of Enterprise*. [30%]

(b) Discuss why relatively new firms such as Tesla, Airbnb and WhatsApp have managed to exploit new market opportunities that larger, longer established firms have failed to address. [70%]

6 (a) Define what is meant by *market segmentation*. Describe four ways by which a market can be segmented. [20%]

(b) Compare the different approaches that could be used when marketing and selling each of the following products:

(i) A new brand of toothpaste;

(ii) A new car; and

(iii) A new industrial robot.

[80%]

SECTION C

Answer **one** question from this section.

7 (a) Describe what is meant by *talent management*. How can talent be managed in organisations by effective segmentation of human resources? [50%]

(b) Describe the *Lancaster Cycle of Learning*, and compare and contrast different methods used for employee training within the context of talent management. [50%]

8 (a) Describe *hard* and *soft* approaches to Human Resource Management and comment on their mutual compatibility. [50%]

(b) What errors and biases can influence employee appraisal outcomes and what measures can be taken to reduce their effect? [50%]

END OF PAPER

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