

MET 2

MANUFACTURING ENGINEERING TRIPOS PART IIA

Wednesday 3rd May 2023 9:00 to 12:10

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 sections 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 of each booklet.

STATIONERY REQUIREMENTS

8 page answer booklet x 3

Rough work pad

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM

CUED approved calculator allowed

Engineering data books

10 minutes reading time is allowed for this paper at the start of the exam.

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

You may not remove any stationery from the Examination Room.

SECTION A

Answer two questions from this section.

Question 1

- (a) Discuss why a business is a social system. Give examples to support your answer.

[40%]

- (b) Discuss the role of leadership in managing change in organisations with the following organisational descriptions:

- organisation as set of building blocks;
- organisation as an iceberg;
- organisation as river.

[60%]

Question 2

- (a) Describe four categories of organisational change, for example, those outlined by Cummings and Worley.

[10%]

- (b) How would an organisation embarking on a change programme make use of the categories described in (a)? Give examples to support your answer.

[40%]

- (c) Explain the linkages between organisational design and organisational performance.

[25%]

- (d) Discuss the pros and cons of a bureaucratic organisation, giving examples to support your answer.

[25%]

Question 3

- (a) If Taylorism helps managers to increase efficiency and control, discuss why management is sometimes reluctant to implement Taylorist techniques. Give examples to support your answer.

[50%]

- (b) Explain the dangers of following authority unquestioningly, using examples of the Milgram experiment and Zimbardo's prison experiment.

[50%]

Question 4

- (a) Discuss why organisations need to respond to sustainability, business ethics and social responsibility issues using the following examples:

- the workforce on Nestlé farms;
- the Rana Plaza disaster.

[60%]

- (b) Discuss the key differences between being a manager and a leader. Give theoretical and industrial examples to support your answer.

[40%]

TURN OVER

SECTION B

Answer one question from this section.

Question 5

- (a) Discuss how some disruptive start-ups have managed to exploit new market opportunities that larger, longer-established firms have failed to address. Give examples to support your answer.

[50%]

- (b) Compare and contrast the main activities of a marketing manager with those of a sales manager, and discuss the interaction between them.

[50%]

Question 6

Discuss the challenges faced by a technology-intensive company such as Tesla in growing rapidly from:

- (a) start-up through to initial resource generation;

[50%]

- (b) initial resource generation to long-term sustainability.

[50%]

SECTION C

Answer one question from this section.

Question 7

- (a) Describe hard and soft approaches to Human Resource Management and comment on the appropriateness of applying each in manufacturing firms. Give examples to support your answer.

[50%]

- (b) Describe the Lancaster Cycle of Learning. Compare and contrast different methods used for employee training within the context of talent management. Give examples to support your answer.

[50%]

Question 8

A start-up company based in Cambridge employs 12 manufacturing engineers. The engineers are divided equally into three teams, and report directly to the CEO. The CEO of the company has decided to develop a performance appraisal process to measure and manage employee performance.

- (a) Describe a suitable approach for employee performance measurement for the company. Give examples to support your answer.

[50%]

- (b) Highlight potential problems the CEO might encounter during performance appraisals, and how these problems could be avoided. Give examples to support your answer.

[50%]

END OF PAPER

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