

MANUFACTURING ENGINEERING TRIPOS PART IIA

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Wednesday 2 May 2012

9 to 12

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PAPER 4

Module 3P6: ORGANISATIONAL BEHAVIOUR  
(Section A)

Module 3P7: MANAGING BUSINESS AND PEOPLE  
(Sections B and C)

*Answer not more than **four** questions, of which not more than **two** must be taken from section A and **one** from each of sections B and C.*

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

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

*All questions carry the same number of marks.*

*There are no attachments.*

STATIONERY REQUIREMENTS

8 page answer booklet x 2  
Rough work pad

SPECIAL REQUIREMENTS

Engineering Data Book  
CUED approved calculator allowed

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

SECTION A

*Answer two questions from this section.*

1 “Informal cultural values are more important than formal bureaucratic rules in contemporary work organisation.” Discuss. [100%]

2 Can you pay an employee too much? Justify your answer. [100%]

3 Why might post-bureaucracy be always “just around the corner” as the dominant mode of organising work? [100%]

4 Do “prisons resemble factories, schools, barracks, hospitals, which all resemble prisons” as Foucault suggests? [100%]

## SECTION B

*Answer one question from this section.*

5 (a) Describe four strategies by which a firm can grow. Provide examples for each strategy. [25%]

(b) “Start-ups think in terms of opportunities whereas established firms are more focused on resource management.” Discuss what this statement means in terms of the management style, organisational structures, business processes and strategies of start-ups compared with established firms. [75%]

6 In terms of marketing and sales strategies, discuss and compare the different issues facing:

- a start-up firm with a new product based upon a novel, advanced technology for the defence sector;
- a medium-sized, long established manufacturing firm with a product based upon a proven industrial printing technology targeted at a new geographic market; and
- a multinational corporation launching a new product and service combination for consumer markets in several countries simultaneously. [100%]

## SECTION C

*Answer one question from this section.*

7 (a) Describe *hard* and *soft* approaches to Human Resource Management (HRM) and comment on their mutual compatibility. [40%]

(b) Discuss the *Best-fit* and *Resource-based view* approaches in strategic HRM and outline the key limitations of these approaches. [60%]

8 The CEO of a multi-national organisation is planning to implement lean manufacturing principles throughout the organisation. What advice would you give to the CEO from a change management perspective? Your answer must address the nature of change, the process of implementing change, common obstacles to change, and suggestions to overcome employees' resistance to change. [100%]

**END OF PAPER**