

Wednesday 1 May 2013

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.

*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 3
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 How might work organizations overcome the apparent trade-off between efficiency and flexibility? [100%]

2 “Motivation only becomes a matter of concern when meaning has disappeared from work.” Discuss. [100%]

3 Are there organizational behaviour best practices that companies should implement in the expectation of superior performance? Discuss. [100%]

4 Why are there so few female senior executives within FTSE100 companies? Discuss. [100%]

SECTION B

Answer *one* question from this section.

5 (a) Describe, with examples, the common sources of new business opportunities. [25%]

(b) Discuss why large, long-established manufacturing firms often struggle to innovate successfully. [75%]

6 (a) Describe what is meant by the term *market segmentation*. Give three examples of criteria that could be used to segment a market. [25%]

(b) Compare and contrast the main activities of a marketing manager and a sales manager, and discuss the interaction between them. [75%]

SECTION C

Answer **one** question from this section.

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

(b) Employee training is one of the key aspects of talent management. Describe the *Lancaster Cycle of Learning*, and compare and contrast different methods used for employee training. [50%]

8 Compare and contrast the business and economic frameworks in the context of employment relations of any two nations. Discuss the extent to which they have influenced those countries' national economic competitiveness. [100%]

END OF PAPER