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Thursday 05 May 2011 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.*

*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.*

*There are no attachments.*

STATIONERY REQUIREMENTS

20 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 Why might a large established company struggle to adopt the principles of post-bureaucratic work organization? [100%]

2 (a) What is the core principle of the ACAS Code of Conduct on Disciplinary and Grievance Procedures and what does it mean in practice? What are the code's main recommendations and how are they usually implemented? [50%]

(b) Employment Tribunals exist to hear cases involving employment disputes. What is included in this category? What are the alternatives to Tribunals, and under what circumstances are they appropriate? [50%]

3 Critics argue that contemporary management theories lack a scientific base. Does this diminish their value? [100%]

4 Is control of the labour process an inevitable and irreconcilable source of conflict between employees and their employer? [100%]

SECTION B

Answer **one** question from this section.

- 5 (a) In what ways does a relationship view of marketing differ from a transactional one? Why has the relationship view become the dominant paradigm? [70%]
- (b) How has this dominant paradigm affected the role of salespeople? [30%]
- 6 What are the problems typically faced by those managing innovation in an established business? How might these problems be addressed? [100%]

## SECTION C

Answer **one** question from this section.

7 (a) John Storey has described Human Resource Management (HRM) as “... *a distinctive approach to employment management ...*”. What are its main features, and in what ways does it differ from conventional approaches to “Personnel Management”? [60%]

(b) Describe and explain the main “levers” through which managers applying HRM seek to influence the behaviour of the workforce. Under what conditions are they most likely to be effective? [40%]

8 (a) What is Talent Management and what are its objectives? [40%]

(b) Explain the factors to be considered in defining and implementing a Talent Management programme. What are the potential drawbacks? [60%]

**END OF PAPER**