
Thursday 24 April 2008

9 to 12

PAPER 2

*Answer not more than **four** questions.*

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

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

- 1 (a) Describe the relationship between product and market life cycles and outline the limitations of the life cycle concept as a marketing tool. [20%]

A successful multinational manufacturer of consumer goods has recently employed a new Product Manager who has expertise in an industrial goods sector.

- (b) Outline the roles and responsibilities of the Product Manager in this organisation and indicate how these might differ from his previous role. [30%]

The Product Manager has taken responsibility for a range of products that have historically been technically superior to the competition. However, a competitor has recently launched a new high-technology product and, as a result, sales have begun to fall.

- (c) Prepare a short report for the Managing Director, with recommendations for how the business might respond to this competitive threat. Where appropriate, make reference to relevant theoretical models and illustrative examples. [50%]

- 2 How do strategies form in organisations? Answer this question with reference to Mintzberg's writings on strategy. Illustrate your answer with suitable examples. [100%]

3 Discuss what, of educational value, can be gained from planned industrial visits in the context of a manufacturing engineering course. How should visits be organised so that maximum value is derived from them?

Illustrate your answer drawing on your experience of industrial visits and study tour preparation. [100%]

4 (a) Explain what is meant by the following concepts, illustrating your answer with examples from practice:

(i) The technology 'S' curve

(ii) Managing the 'fuzzy front end' of innovation

(iii) Technology roadmapping [30%]

(b) Describe the activities embodied in technology management processes, such as those of the 'ISAEP' process model. Discuss how the three concepts in part (a) could be integrated with technology management processes, as the basis for a technology management system in a manufacturing business. [40%]

(c) Discuss the role of the Chief Technology Officer (CTO) in establishing such a system, and how the role might differ between large and small firms. [30%]

5 A company producing precision instrumentation is growing rapidly and facing problems of delay and quality control. Experienced production managers favour a move to lean production (LP) to address these problems, but the HR Manager has convinced the CEO that it will be impossible to retain their loyal workforce if they introduce task fragmentation and standardisation. Prepare a briefing document for the CEO setting out why, appropriately conceived, LP prioritizes worker involvement and commitment. Explain the conditions under which HR practices and work organisation can be combined to ensure favourable results for both HR and overall performance. [100%]

6 Companies often use Joint Ventures or Acquisition as innovation strategies. Compare and contrast the human resource management issues that need to be addressed in Joint Ventures and in implementing an Acquisition. [100%]

END OF PAPER