

MET2
MANUFACTURING ENGINEERING TRIPOS PART IIA

Wednesday 30 April 2014 9 to 12

PAPER 4

Module 3P6: ORGANISATIONAL BEHAVIOUR

Module 3P7: MANAGING BUSINESS AND PEOPLE

*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 coversheet.

STATIONERY REQUIREMENTS

8 page answer booklet x 3

Rough work pad

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM

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 to do so.

Version AP/Final

SECTION A

Answer two questions from this section.

1 Are bureaucratic dysfunctions simply the result of poor implementation by managers? [100%]

2 A work organisation is commonly defined as a “collection of individuals and groups working towards a common purpose”. How might different organisations attempt to align their employees to their organisational purposes and why might they not succeed? [100%]

3 Assuming managers can manage organisational culture, should they? [100%]

4 “Mainstream organisational behaviour literature is dominated by studies of – and writing by – white, middle-class, American men”. Should this imbalance be redressed to provide a more representative organisational behaviour canon and what would be the practical implications of doing so for management practice? [100%]

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SECTION B

Answer **one** question from this section.

5 Discuss why so few technology-based start-up firms manage to become industry leaders. [100%]

6 (a) Describe the differences between the transactional view of marketing and the relationship view of marketing. Use examples to illustrate your answer. [40%]

(b) Discuss why established firms often find it very difficult to successfully market and sell radically new products or services. [60%]

SECTION C

Answer *one* question from this section.

7 You are the Director of Human Resources at a technology-consulting firm based in the UK. It has come to your notice that there is a dispute between one of the analysts and his manager. The manager has made a recommendation to the senior management to fire the analyst due to poor performance. However, the analyst has submitted a written complaint to you alleging a lack of clear performance appraisals by his manager.

(a) Describe the different options available to you for resolving this dispute, and the overall approach you would take. [50%]

(b) Discuss the practices you would put in place to help prevent such disputes in the future. [50%]

8 In order to meet increasing regional demand, a luxury car manufacturer headquartered in the UK is planning to set up a new production facility in India.

(a) Discuss the key factors that will influence the company's decision whether to employ parent-country nationals (PCNs) at the new facility. [50%]

(b) Propose an organisational design for the new facility in terms of authority, communication, performance evaluation and reward structure. Explain the rationale behind your approach. [50%]

END OF PAPER