

MET2  
MANUFACTURING ENGINEERING TRIPOS PART IIA

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Tuesday 1 May 2018                      9.00 to 12.10

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**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.*

*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 cover sheet.*

**STATIONERY REQUIREMENTS**

8 page answer booklet x 3

Rough work pad

**SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM**

CUED approved calculator allowed

Engineering Data Book

**10 minutes reading time is allowed for this paper at the start of the exam.**

**You may not start to read the questions printed on the subsequent pages of this question paper until instructed to do so.**

SECTION A

Answer **two** questions from this section.

1 (a) Describe the background to and the implications of *Hawthorne studies* in manufacturing. [60%]

(b) Describe the *illumination study* in the context of productivity improvement in manufacturing firms. What were the underlying assumptions in this study which led to the conclusion that lighting was a key factor in increasing employees' output? [40%]

2 (a) Describe the nature of *power* in organisations and compare the terms *executive power*, *management power* and *worker power* in this context. [35%]

(b) Explain the dangerous effects resulting from following authority unquestioningly. Use examples of the *Milgram experiment* and *Zimbardo's prison experiment* to examine what happens when authority is followed unquestioningly. [35%]

(c) Describe French and Raven's five bases/dimensions of power using examples to illustrate each. [30%]

3 (a) Describe and contrast the *naïve*, *planned* and *emergent approaches* to change. [30%]

(b) Discuss the different triggers for organisational change. Why is there often resistance to such change? [30%]

(c) Describe categories of organisational change outlined by Cummings and Worley. How would an organisation embarking on a change programme make use of these categories? [40%]

4 (a) Explain how Taylorism allowed management to exert control over workers. [30%]

(b) If Taylorism helps managers to increase efficiency and control, why would management be reluctant to implement Taylorist techniques? [35%]

(c) Discuss how scientific management principles might improve manufacturing efficiency, using examples from one or more manufacturing firms to illustrate. [35%]

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SECTION B

Answer **one** question from this section.

- 5 (a) Explain what is meant by:
- (i) the *transactional view of marketing*;
  - (ii) the *relationship view of marketing*. [20%]
- (b) Discuss the differences between the roles of a marketing manager and a sales manager. [50%]
- (c) Using examples to illustrate your answer, discuss:
- (i) the impact of service-based business models on the marketing activities of manufacturing firms;
  - (ii) the relative merits of different forms of sales channels. [30%]
- 6 Discuss the challenges faced by a technology-intensive start-up firm as it passes through each stage of the *opportunity cycle of enterprise*. [100%]

SECTION C

Answer **one** question from this section.

7 (a) Compare and contrast the business and economic frameworks in the context of employment relations of any two nations. [60%]

(b) Discuss the extent to which these frameworks have influenced those countries' national economic competitiveness. [40%]

8 You are the Director of Human Resources at a small manufacturing firm. It has come to your notice that there is a dispute over performance appraisals between one of the production supervisors and the plant manager. Further, the plant manager has made a recommendation to the senior management to fire a machine operator, who is working for the production supervisor, due to poor performance. However, the production supervisor has submitted a written complaint to you alleging a lack of clear performance appraisals by the plant manager for machine operators.

(a) Describe the different options available to you for resolving the dispute between the production supervisor and plant manager. What overall approach would you take? [50%]

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

**END OF PAPER**

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