

Tuesday 30 April 2019 9.00 to 12.10

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 main features of *Schein's cultural iceberg*. [40%]

(b) Explain how a manager might use the following cultural typologies in a manufacturing firm:

(i) the *Deal and Kennedy's Typology*; and

(ii) the *Charles Handy's Typology*.

[60%]

2 (a) How do different communications media convey the social presence of the sender of a message? [50%]

(b) Explain trade-offs between efficiency and richness in business communications. [50%]

3 (a) Discuss ethical dilemmas in the workplace using examples to illustrate. [50%]

(b) Which of the following ethical frameworks do you consider the most useful when tackling business dilemmas? What is your reasoning for this?

(i) *Teleological Ethics*; or

(ii) *Deontological Ethics*; or

(iii) *Virtue Ethics*; or

(iv) *Individual growth and organisational learning*.

[50%]

4 (a) Define *perception* and explain the factors that influence it. [50%]

(b) Identify and describe the shortcuts individuals use in making judgements about others. [50%]

SECTION B

Answer **one** question from this section.

- 5 (a) Sketch and explain the main elements of:
- (i) the *Opportunity Cycle of Enterprise*; and
 - (ii) *Ansoff's Matrix* of growth options for a firm. [25%]
- (b) Discuss the differences in growth challenges in the context of:
- (i) a large, long established multinational manufacturing firm such as Unilever or Rolls-Royce; and
 - (ii) a relatively young but rapidly scaled firm such as Uber or Facebook; and
 - (iii) a very early stage start-up commercialising a very novel technology. [75%]
- 6 (a) Describe sales and marketing approaches that could be used to launch:
- (i) a new design consultancy service;
 - (ii) a new industrial 3D printer;
 - (iii) a new smartphone. [50%]
- (b) Explain why the sales and marketing approaches given in 6(a) differ from each other. [25%]
- (c) Explain why mature firms often find it challenging to successfully market and sell radically new products or services. [25%]

SECTION C

*Answer **one** question from this section.*

7 (a) Describe the main levers through which managers applying Human Resource Management seek to influence the behaviour of the workforce. Under what conditions are they most likely to be effective? [50%]

(b) Explain the factors to be considered when defining and implementing a Talent Management programme. What are the potential drawbacks of Talent Management Programmes? [50%]

8 A global automotive company is planning to implement lean manufacturing principles throughout the organisation due to shrinking overseas market share and considerable competition in the local market. What advice would you give to the CEO from a change management perspective? Your advice must address the nature of change, the process of implementing change, common obstacles to change, and suggestions to overcome employees' resistance to change. [100%]

END OF PAPER

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