

MET 2

MANUFACTURING ENGINEERING TRIPOS PART IIA

Tuesday 30 April 2024

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 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 cover sheet and at the top of each booklet.

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 books

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.

You may not remove any stationery from the Examination Room.

SECTION A

Answer two questions from this section.

Question 1

- (a) What are five differences between *groups* and *teams* within the context of a manufacturing organisation. Give theoretical and practical examples to support your answer.

[50%]

- (b) Discuss the benefits and challenges of *teamwork*, referring to concepts including but not limited to *groupthink*, *social loafing*, and the stages of team development according to *Tuckman's theory*.

[50%]

Question 2

- (a) Explain how *Maslow's Hierarchy of Needs* and *Vroom's Expectancy Theory* could help in understanding of motivation in a manufacturing firm.

[40%]

- (b) Discuss the potential drawbacks and limitations of bureaucratic structures and procedures in organisations and describe how to overcome these limitations.

[60%]

Question 3

(a) Explain how different leadership approaches can impact on organisational performance. Give examples to support your answer.

[40%]

(b) Using examples, contrast how the following perspectives inform understanding and management of change in an organisation:

- *The Naïve approach* (organisation as building blocks);
- *The Planned approach* (organisation as an iceberg) and;
- *The Emergent approach* (organisation as a river).

[60%]

Question 4

(a) Discuss how *Hawthorne studies* challenged *Taylorist* assumptions about worker productivity and contributed to the development of *Human Relations theory* in *organisational behaviour*. Give examples to support your answer.

[50%]

(b) Explain the dangerous effects resulting from following authority unquestioningly. Give examples from theory and practice.

[50%]

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SECTION B

Answer one question from this section.

Question 5

- (a) Sketch and explain the key elements of the *Opportunity Cycle of Enterprise*. [30%]
- (b) It may be claimed that start-ups are opportunity-focused whereas mature firms are resource-focused. To what extent is this correct? [30%]
- (c) Explain with examples what is meant by *Organisational Ambidexterity* and discuss why this concept is so difficult for firms to apply. [40%]

Question 6

You are the CEO of a start-up firm that has developed software using Artificial Intelligence to help manufacturing firms understand and reduce the environmental impact of their operations and those of their suppliers. The firm is looking to grow the business.

- (a) You need to recruit a sales manager and a marketing manager. Describe the differences between their two roles. [25%]
- (b) How would you select the appropriate sales channel for this software product? [25%]
- (c) Would you work with your customers using a *transactional-based* or a *relationship-based approach*? Explain your choice. [25%]
- (d) What are the key factors you would consider when selling new software to small firm vs big firm? [25%]

SECTION C

Answer one question from this section.

Question 7

(a) Compare and contrast *business and economic frameworks* in the context of employment relations for any two nations.

[75%]

(b) Explain how corporate training programmes can be designed to meet the needs of different types of learner.

[25%]

Question 8

A newly established battery gigafactory in the UK has recently secured a significant contract. They are rapidly expanding their battery production capacity, but the Factory Manager is facing challenges in recruiting workers. With a primary focus on technical roles essential for factory operations and production, the CEO has requested your assistance in designing a robust *talent management* process. Describe the process that you would recommend, explaining the assumptions underpinning your recommendations.

[100%]

END OF PAPER

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