

MET2
MANUFACTURING ENGINEERING TRIPOS PART IIA

Wednesday 5 May 2021 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**.*

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

Write on single-sided paper.

You may type your answers.

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM CUED

approved calculator allowed.

You are allowed access to the electronic version of the Engineering Data Books.

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

The time taken for scanning/uploading answers is 30 minutes.

Your script is to be uploaded as a single consolidated pdf containing all answers.

SECTION A

Answer two questions from this section

- 1 (a) Describe what is meant by *organisational culture* and explain its importance in achieving high organisational performance. Give examples to support your answer. [50%]

- (b) *Schein's cultural iceberg model* is one of the established models to implement cultural change in manufacturing firms. Discuss the key features of the *Schein's cultural iceberg model*. Which aspects of the model are more challenging to implement? Give examples to support your answer. [50%]

- 2 (a) Discuss how large enterprises have had to change their management styles as they have grown from a small enterprise. Give examples to support your answer. [50%]

- (b) Discuss the benefits and drawbacks of increasing levels of bureaucracy in a large enterprise. [50%]

3 (a) Discuss how *Taylorism* can allow management to exert control over employees when working from home during the COVID 19 pandemic. Give examples to support your answer. [50%]

(b) Discuss the critical aspects of *Shareholder Capitalism* and explain the problems associated with its implementation. Give examples to support your answer. [50%]

4 (a) Describe what is meant by the terms *triggers for change* and *resistance to change*. Give examples to support your answer. [50%]

(b) Explain how a *force-field analysis* diagram can be used to characterise the forces at work in an organisational change situation. [50%]

SECTION B

Answer one question from this section

5 (a) Describe the following *four* strategies used to drive business growth. Give examples to support your answer.

- Market Penetration
- Product Development
- Market Development
- Diversification

[25%]

(b) ‘*Start-ups think in terms of opportunities whereas established firms are more focused on resource management.*’ Discuss what this statement means in terms of the management styles, organisational structures, business processes and strategies of start-ups compared with established firms.

[75%]

6 (a) Describe the differences between the *transactional view* of marketing and the *relationship view* of marketing. Give examples to support 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 (a) Describe the two purposes of employee appraisals in a manufacturing firm. Discuss the evaluation criteria for each purpose. [50%]

(b) Discuss the errors and biases that can influence appraisal outcomes and measures that can be taken to reduce them. [50%]

8 In order to meet increasing demand of Personal Protective Equipment (PPE), a medical device manufacturer headquartered in the UK is planning to set up a new production facility in India.

(a) What are the advantages and disadvantages of employing *Parent-Country Nationals* (PCNs). [30%]

(b) Propose an organisational design for the new facility in terms of authority, communication, performance evaluation and reward structure. Explain the rationale behind your proposed design. [70%]

END OF PAPER

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