

MET2
MANUFACTURING ENGINEERING TRIPOS PART IIA

Wednesday 4 May 2022 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.*

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.

You may not remove any stationery from the Examination Room.

SECTION A

Answer two questions from this section.

1 (a) Compare and contrast *Teleological* ethics with *Deontological* ethics. Give examples to support your answer. [35%]

(b) Discuss the challenges with the *Shareholder Capitalism* model within the context of the COVID-19 Pandemic. Give examples to support your answer. [65%]

2 (a) Discuss how organisational design impacts organisational performance. Give examples to support your answer. [50%]

(b) Discuss how *Groupthink* impacts team performance. How would you address negative impact of *Groupthink* on team performance? Give examples to support your answer. [50%]

3 (a) Compare and contrast *Situational Leadership* theory with *Transactional Leadership* theory. Give examples to support your answer. [50%]

(b) Discuss the difference between *Leadership* and *Management*, and why it is difficult to separate these concepts in practice. Give examples to support your answer. [50%]

4 (a) Discuss the key implications of *Hawthorne studies* in manufacturing firms. Give examples to support your answer. [50%]

(b) Define the term *Organisational Behaviours* and discuss its practical relevance in a manufacturing firm. Give examples to support your answer [50%]

SECTION B

Answer one question from this section.

5 (a) Compare the different approaches that could be used when marketing and selling each of the following products:

- a new brand of toothpaste;
- a new car;
- a new industrial robot.

[75%]

(b) Sketch and explain the main elements of the *Opportunity Cycle of Enterprise*.

[25%]

6 Discuss why so few technology-based start-up firms manage to become industry leaders. Give examples to support your answer.

[100%]

SECTION C

Answer one question from this section

7 You are the Director of Human Resources at a large pharmaceutical manufacturing plant based in the UK. The union leader has come to you with a number of grievances that includes alleged discrimination against employees. The union leader is threatening you with industrial action if the grievances are not addressed quickly.

(a) Describe the different types of discrimination where protection is provided under the *UK Equality ACT 2010*. [30%]

(b) Discuss the process you would use to resolve this dispute. [70%]

8 (a) The approach to employee relations differs from one nation to another. Compare and contrast the business and economic frameworks of two nations. [50%]

(b) Discuss the reasons for the variations discussed in your answer to part (a), and the extent to which they have influenced national economic competitiveness. Give examples to support your answer. [50%]

END OF PAPER

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