

Wednesday 7 May 2025      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 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 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 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.

### Question 1

- (a) Analyse how *Taylorist* principles of *rational work design* impact worker motivation. How can modern manufacturing firms address *dehumanisation* through better work design and motivational strategies?

[60%]

- (b) Explore the role of *informal social organisations* in driving innovation and problem-solving within manufacturing teams. Briefly discuss examples to support your answer.

[40%]

### Question 2

- (a) Examine the causes and consequences of *social loafing* and *groupthink* in manufacturing teams. Propose strategies to address these challenges effectively.

[50%]

- (b) Discuss the importance of leadership in managing organisational change. How can *transformational* and *situational leadership* styles be leveraged to implement cost-cutting initiatives in manufacturing firms?

[50%]

**Question 3**

- (a) Analyse the ethical dilemmas faced by manufacturing organisations in balancing profitability, environmental sustainability and worker welfare. Briefly discuss examples to support your answer.

[40%]

- (b) Compare and contrast the *planned approach* (organisation as an iceberg) and the *emergent approach* (organisation as a river) in managing organisational change. Discuss which approach is better for handling employee resistance in manufacturing firms.

[60%]

**Question 4**

- (a) Analyse how communication channels and media richness influence the effectiveness of teams in manufacturing firms. Briefly discuss examples to support your answer.

[50%]

- (b) Explain how teamwork can benefit from a strong organisational culture in manufacturing firms. Briefly discuss examples to support your answer.

[50%]

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## SECTION B

Answer one question from this section.

### Question 5

You and your friend want to set up a new firm that will design and sell low-cost digital systems to improve the efficiency of the manufacturing operations of large firms. You will deal with business development activities and your friend will be responsible for technology and product development.

- (a) Describe the phases your business is likely to go through between initial business idea to sustained business growth. [30%]
- (b) Discuss the criteria you could use for segmenting the market for your product. [20%]
- (c) Compare and contrast the different types of sales channels that you could use. [25%]
- (d) Discuss the advantages and disadvantages of changing your business model from selling products only to selling services as well as products. [25%]

### Question 6

- (a) Describe four ways in which firms can grow. [10%]
- (b) Explain the five challenges of managing innovation, using examples to illustrate your answer. Discuss strategies for dealing with each of these challenges. [40%]
- (c) Explain ways in which firms can monitor changes in their external context. [25%]
- (d) Discuss whether small firms or large firms are better able to respond to changes in their external context. [25%]

## SECTION C

Answer one question from this section.

### Question 7

- (a) Discuss the advantages and limitations of adopting *hard* and *soft* approaches to *Human Resource Management*. To what extent can these approaches be applied to balance organisational financial goals and employee well-being?

[50%]

- (b) Analyse the factors that can compromise the effectiveness of employee performance appraisals. How can organisations design appraisal systems to minimise bias and enhance fairness?

[50%]

### Question 8

- (a) Compare and contrast the business and economic frameworks in the context of employment relations of any two countries.

[60%]

- (b) Discuss the extent to which these frameworks have influenced those countries' national economic competitiveness.

[40%]

**END OF PAPER**

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