
Thursday 29 April 2010 9 to 12

PAPER 4

Module 3P6: ORGANISATIONAL BEHAVIOUR
(Section A)

Module 3P7: MANAGING BUSINESS AND PEOPLE
(Sections B and C)

*Answer not more than **four** questions, of which not more than **two** must be taken from section **A** and **one** from each of sections **B** and **C**.*

*Answers to section **A**, and to sections **B** and **C** must appear in two 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.*

There are no attachments.

STATIONERY REQUIREMENTS

20 page answer booklet x 2

Rough work pad

SPECIAL REQUIREMENTS

Engineering Data Book

CUED approved calculator allowed

You may not start to read the questions printed on the subsequent pages of this question paper until instructed that you may do so by the Invigilator

SECTION A

Answer **two** questions from this section.

1 Is emergent leadership more important than assigned leadership in innovation focused organizations? [100%]

2 Why shouldn't all organizations seek to emulate the management style and organization of a company such as Microsoft? [100%]

3 "Despite corporate rhetoric to the contrary, employees in contemporary work organizations have never been subject to greater managerial control". Discuss. [100%]

4 "Feminist perspectives on organizational behaviour have no place on a management studies course". Discuss. [100%]

SECTION B

Answer **one** question from this section.

5 (a) What is said to be the main difference between entrepreneurial and corporate firms? Explain, with examples, how this might influence the opportunities that they choose to pursue. [40%]

(b) Describe four common sources of business opportunities. [20%]

(c) Describe three important factors to be taken into account by an entrepreneur evaluating a business opportunity, explaining the significance of each one. [40%]

6 (a) Explain the difference between “marketing” and “sales”. What are the implications for the sales team when a business adopts a “marketing orientation”? [40%]

(b) Describe and explain the things, common to both pure selling and negotiated transactions, that a sales person should address in preparing to meet a potential customer. [40%]

(c) Explain, with reasons, the additional factors that should be taken into account if negotiation is likely to be involved. [20%]

(TURN OVER)

SECTION C

Answer **one** question from this section.

7 (a) For what purposes are employee appraisals undertaken, and what, typically, do they evaluate? [50%]

(b) What errors and biases can influence appraisal outcomes and what measures can be taken to reduce their effect? [50%]

8 (a) The approach to employee relations is said to differ from one country to another. Compare and contrast the business and economic frameworks of two or more nations. [50%]

(b) Discuss the reasons for these variations, and the extent to which they have influenced national economic competitiveness. [50%]

END OF PAPER