

MET2
MANUFACTURING ENGINEERING TRIPOS PART IIA

Wednesday 27 April 2016 9 to 12

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 section 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 coversheet.

STATIONERY REQUIREMENTS

8 page answer booklet x 3

Rough work pad

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM

Engineering Data Book

CUED approved calculator allowed

10 minutes reading time is allowed for this paper.

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

SECTION A

*Answer **two** questions from this section.*

- 1 Discuss the potential benefits and limitations of teamwork for enhancing organisational performance. [100%]

- 2 Why do organisations sometimes produce bad decisions? [100%]

- 3 Discuss whether organisations should continuously change in order to effectively adapt to their environment. [100%]

- 4 Discuss whether organisational failure is often caused by cultural issues. [100%]

SECTION B

Answer **one** question from this section.

5 (a) Describe the differences between the transactional and the relationship view of marketing. [25%]

(b) Explain why firms in some markets might choose to continue to use a transactional approach to marketing. [25%]

(c) Discuss the potential implications of a shift from a transactional-based approach to a relationship-based approach on the sales and marketing operations of a long-established manufacturing firm. [50%]

6 *'Rolls-Royce share price plunges after latest profit warning'. The Guardian 12/11/15.*

'Uber's Financials Show Huge Growth'. Forbes 12/01/16.

Discuss the differences between the strategic and operational challenges facing:

- (a) a large publicly-traded manufacturing company such as Rolls-Royce plc; and
- (b) a rapidly growing privately-owned, service-based start-up firm such as Uber. [100%]

SECTION C

*Answer **one** question from this section.*

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

- (a) Describe the different types of discrimination against which protection is provided under the UK Equality Act 2010. [20%]
- (b) Describe the process you would use to resolve this dispute. [60%]
- (c) Discuss the practices you would put in place to help prevent such disputes in the future. [20%]

8 A technology start-up company based in Cambridge employs 12 software engineers. The engineers are divided in three teams, and report directly to the CEO. The CEO of the company has decided to develop a performance appraisal process to measure and manage employee performance, and has come to you for advice.

- (a) Develop a suitable approach for employee performance measurement for the company. [50%]
- (b) Highlight potential problems the CEO might encounter during performance appraisals, and provide advice on how to avoid such problems. [30%]
- (c) Provide advice on how the output of the performance appraisals should be used by the CEO for effective talent management. [20%]

END OF PAPER