

MET2
MANUFACTURING ENGINEERING TRIPOS PART IIA

Wednesday 29 April 2015 9 to 12

Paper 4

Module 3P6: ORGANISATIONAL BEHAVIOUR

Module 3P7: MANAGING BUSINESS AND PEOPLE

*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.

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 What are the effects of extraversion in leadership settings? Discuss the benefits and risks of leading in an extraverted manner. [100%]

2 What are the mechanisms by which goals affect performance? Discuss the key factors that affect the goal-performance relationship. [100%]

3 Describe the *Big Five* model of personality. Explain how each trait can be used to predict an outcome of interest in organisations. [100%]

4 What are the benefits of (a) brokerage and (b) closure for individuals in social networks? What kinds of individuals tend to become brokers in organisational social networks? [100%]

SECTION B

Answer **one** question from this section.

5 'Apple is not the company it used to be'. Discuss the challenges faced by a technology-intensive company such as Apple in growing from:

- (i) start-up through to initial resource generation;
- (ii) initial resource generation to long-term sustainability.

[100%]

6 (a) Describe the stages of the selling process.

[20%]

(b) 'People don't want a quarter-inch drill, they want a quarter-inch hole' (Theodore Levitt). Discuss what Levitt's statement means in practice for the design and implementation of marketing and sales strategies.

[80%]

SECTION C

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

7 A UK-based software start-up company has three employees and has just won a major contract to supply its software to a large overseas public sector organisation. The Chief Executive of this start-up has asked for your help in designing a process to help them recruit and retain new technical staff to cope with this increased workload. Describe the process that you would recommend, explaining the assumptions underpinning your recommendations. [100%]

8 (a) Describe the different types of learner. [25%]

(b) Explain how corporate training programmes can be designed to take account of the needs of different types of learner. [25%]

(c) (i) Discuss the reasons why all employees in every organisation need to be aware of issues of equality, diversity and discrimination. [25%]

(ii) What types of training could be provided to address issues of equality, diversity and discrimination? Outline their advantages and disadvantages. [25%]

END OF PAPER