

**MEng (Engineering) Examination 2016**

**Year 1**

**AE1-116 Management and Business for  
Aeronautical Engineers**

**Tuesday 19<sup>th</sup> January 2016: 10.00 to 12.00  
[2 hours]**

There are **SIX** questions.

Full marks may be obtained by complete answers  
to any **THREE** questions.

All questions carry the same weight.

Credit will be given for the use of relevant industrial examples.

Do **NOT** attempt more than three questions.

**The use of lecture notes is NOT allowed.**

1. "As a large organization, McDonald's displays a number of typical bureaucratic characteristics". Discuss this statement taking into account the bureaucratic characteristics displayed by McDonald's and the work of relevant commentators. [100%]
2. Discuss strengths and weaknesses of scientific management and describe its impact on the development of mass production and lean production. [100%]
3. Describe the role of SWOT analysis in the development of management strategy, and discuss its strengths and weaknesses. [100%]
4. Compare and contrast transactional and transformational leadership, taking into account the work of relevant commentators. [100%]
5. Briefly explain the three main approaches to business ethics. Assess, using relevant examples, the links between business ethics and brand management. [100%]
6. Critically examine what Charles Handy means by the terms 'core' and 'periphery' workers, and illustrate how these concepts might be used in an employment strategy which stresses the flexible use of labour. [100%]

Course Code and Title **(Required)**: AE1-116 MANAGEMENT & BUSINESS FOR AERONAUTICAL ENGINEERS

Setter **(Required)**: DR STUART PETERS

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Write on this side only (in ink) between the margins, not more than one solution per sheet please. Solutions must be signed and dated by both exam setter and referee.

Marks

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|---|------|
| 1. The works of commentators such as Mintzberg, Weber & Parkinson on bureaucracy need to be specifically linked to the work of Rizter, and the McDonaldisation of society. An account is required of some of the distinctive (bureaucratic) characteristics McDonalds display. At the same time further explanation is needed to say why it is not a 'true' bureaucracy as it is being forced into huge change. | 100% |
| 2. Requires an account of scientific management (Taylorism) and why Ford adopted it and what the practical implications of this were for the original pattern of mass production. Furthermore, the disadvantages of mass production must be highlighted and how and why lean production was developed to 'rectify' the chronic weaknesses of mass production.   | 100% |
| 3. Requires an explanation of why business strategy is important and how the early works of Drucker & Chandler, influenced Ansoff to lay the foundations for the SWOT framework. Basic analysis of its main uses, followed by a discussion of its distinct strengths and weaknesses.  | 100% |
| 4. Requires an initial discussion on the work of Burns and the concepts of transactional and transformational leadership. This then needs to be linked to other works of Handy, Barnard, Fayol & McGregor and why leadership is not always an easy subject to grasp in the wider context of things.   | 100% |
| 5. Initially requires a short explanation of the three main approaches to business ethics. This is subsequently followed by an account of how and why businesses need to take seriously their social corporate responsibility and either through successful or unsuccessful execution this can impact upon their respective brands.   | 100% |
| 6. A comprehensive account of Handy's major work is required. This then has to be supplemented by a wider discussion of the factors driving change on work patterns and how these affect any employment strategy.   | 100% |