

EGT3  
ENGINEERING TRIPOS PART IIA

---

Thursday 5 May 2022      09.30 to 11.10

---

**Module 3E6**

**ORGANISATIONAL BEHAVIOUR**

Answer *two* out of three questions.

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**

Single-sided script paper

**SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM**

None

**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.**

1 Explain why cultural tightness, compared to cultural looseness, may reduce creativity in groups. In your answer, use theories and/or findings that you learned during the session on Group Dynamics.

*Note that whenever you draw on a theory, you should explain the basic tenets of the theory.* [100%]

2 Explain why a CEO's openness to experience can facilitate his/her company's innovation. In your answer, use theories and/or findings that you learned during the sessions on Personality and Creativity, Innovation, and Innovation Diffusion.

*Note that whenever you draw on a theory, you should explain the basic tenets of the theory.* [100%]

3 According to Attraction-Selection-Attrition theory, employees are attracted to, and selected by, companies whose cultures have a good fit with their personalities. However, when this theory theorises Attrition, it suggests that in any company there are employees who experience a misfit between their personality and the organisational culture. Due to this misfit, these employees will eventually quit their company. The theory then appears to be self-contradictory. If employees have a good fit between their personalities and organisational cultures when they join their companies, why then do some employees subsequently experience a misfit? Based on what you learned during the session on Personality, explain why this theory is not self-contradictory.

*Note 1. Assume that employees' personalities never change before and after joining their companies.*

*Note 2. Whenever you draw on a theory, you should explain the basic tenets of the theory.* [100%]

**END OF PAPER**