

EGT2  
ENGINEERING TRIPOS PART IIA

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Thursday 6 May 2021      9.00 to 10.40

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**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**

Write on single-sided paper.

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

CUED approved calculator allowed.

You are allowed access to the electronic version of the Engineering Data Books.

**10 minutes reading time is allowed for this paper at the start of the exam.**

**The time taken for scanning/uploading answers is 15 minutes.**

**Your script is to be uploaded as a single consolidated pdf containing all answers.**

1 A company, “Octopus”, offers significantly higher salaries to its employees than other companies in the same industry with a belief that high salaries motivate employees. Explain Expectancy Theory in order to discuss why high salaries alone may not be sufficient to increase motivation. In doing so, discuss additional organisational practices that can further increase employee motivation.

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

2 An employee, Joon, was recently hired in the sales department of a company. His job duties require a high level of extroversion, and thus, the sales department has a culture that values extroversion. According to his honest reports on the Big-five personality test, Joon has a high level of introversion. Based on this information, you would like to predict how Joon will react to and resolve this misfit. Discuss two competing theories that provide opposite predictions regarding Joon’s behaviour.

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

3 Job rotation refers to “the periodic shifting of an employee from one task to another” (Robbins & Judge, 2019, p. 289). Managers tend to believe that job rotation is beneficial to employee creativity. Drawing on one theory covered in the Creativity, Innovation, and Innovation Diffusion class, explain the pros and cons of job rotation for employee creativity.

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

**END OF PAPER**