

Version AR/final

EGT2
ENGINEERING TRIPOS PART IIA

Friday 03 May 2017 09.30 to 11.10

Module 3E6

ORGANISATIONAL BEHAVIOUR

*Answer not more than **two** 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

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.

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- 1 (a) What is the democratic leadership style? Briefly describe and evaluate the idea. [20%]
- (b) Compare and contrast transactional and transformational leadership. [40%]
- (c) Critically analyse the characteristics of charismatic leadership. [40%]
- 2 (a) Explain Adam Smith's notion of the 'division of labour' (also called 'work specialisation'). [20%]
- (b) Is it better for an organisation to have a strong rather than a weak organisational culture? Discuss. [40%]
- (c) Why would bureaucracy be a problematic organisational design for an innovative tech firm with 500 employees? Explain your answer. [40%]
- 3 (a) A management consultant that you know recently perceived unfairness with regard to pay and recognition. What type of organisational injustice is this and what implications can it have? [20%]
- (b) How could the job of 'software engineer' be designed to motivate people doing that job? Use Hackman and Oldham's job characteristics framework to guide your answer. [40%]
- (c) Critically evaluate expectancy theory. How could expectancy theory be used to enhance the performance of a sales team? [40%]

END OF PAPER