

ENGINEERING TRIPOS PART IIA

Monday 5 May 2003 2.30 to 4

MODULE 3E6

ORGANIZATIONAL BEHAVIOUR AND CHANGE

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.*

You may not start to read the questions printed on the subsequent pages of this question paper until instructed that you may do so by the Invigilator

(TURN OVER

1. a) Explain the principles and assumptions contained within Taylor's scientific management. [60%]
b) To what extent is Human Relations Theory an alternative to scientific management? [40%]
2. a) Explain Tuckmann's model of group development and the punctuated equilibrium model of group development. [20%]
b) Identify the different roles taken within groups and explain the reasons for this. [20%]
c) What common problems are associated with effective group performance? [60%]
3. a) Why did new models of management and organization emerge from the 1970s onwards? [20%]
b) Explain the culture model and the post-bureaucratic model of organizations. [40%]
c) What difficulties are associated with implementing each of these two models? [40%]
4. a) Explain Lewin's '3-phase' model of organizational change. [20%]
b) What are the limitations of this and similar models? [30%]
c) How does organizational politics impact upon the change process? [50%]

END OF PAPER