

ENGINEERING TRIPOS PART IIA

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Monday 3 May 2004 2.30-4.00

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MODULE 3E6

ORGANISATIONAL 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.*

*There are no attachments.*

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) What are the characteristics of Weber's 'model' of bureaucratic organisations? [20%]
- b) Explain the features of 'bureaucratic dysfunctionality'. [40%]
- c) What is the difference between formal and substantive rationality, and what are the implications of this difference for organisations? [40%]
- 2 a) What is the 'trait approach' to leadership? [20%]
- b) Explain the limitations of this approach. [40%]
- c) How is leadership linked to power? [40%]
- 3 a) How is organisational structure defined? [40%]
- b) What is the relationship between organisational structure and organisational size? [20%]
- c) What is the structure of a post-bureaucratic organisation? [40%]
- 4 a) Explain the case that the rate of change in the business environment has increased in the last 30 years. [30%]
- b) What are the main arguments against this case? [30%]
- c) Many estimates suggest that over half of organisational change management programmes fail to reach their targets. What are the main explanations for this? [40%]

**END OF PAPER**