

ENGINEERING TRIPOS PART IIA

Monday 9th May 2005 2.30 to 4.00

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*

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) Describe the main experiments contained within the Hawthorne Studies. [30%]
- b) In what ways did the Hawthorne Studies provide a distinctive new approach to management and in what ways were they a continuation of existing approaches? [20%]
- c) Evaluate the long-term impact of the Hawthorne Studies upon the theory and practice of organizations. [50%]
- 2 a) What is emotional labour? [20%]
- b) Explain the advantages to a business of emotional labour. [40%]
- c) What are the damaging effects of emotional labour? [40%]
- 3 a) What is organizational culture? [20%]
- b) What techniques can be used to manage organizational culture and what practical limitations do these have? [40%]
- c) What ethical concerns are raised by organizational culture management? [40%]
- 4 a) Outline the features of rational and bounded rational models of decision making. [30%]
- b) How does organizational politics impact upon decision making in organizations? [30%]
- c) If decisions about organizational change are rational, does it follow that resistance to organizational change is irrational? [40%]

END OF PAPER