

ENGINEERING TRIPOS PART IIA

Monday 7 May 2007 2.30 to 4

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.

STATIONERY REQUIREMENTS	SPECIAL REQUIREMENTS
Single-sided script paper	None

**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) Outline the 'ideal type' rational-legal bureaucracy. [20%]
- (b) Weber described bureaucracy as the most rational and technically efficient form of organization. What did he mean by this? [40%]
- (c) What are the possible dysfunctions of bureaucracy and how can they be prevented? [40%]
- 2 (a) What were the Hawthorne Experiments? [40%]
- (b) What are the managerial implications of the 'Hawthorne Effect'? [40%]
- (c) Outline the methodological problems with the Hawthorne Experiments. [20%]
- 3 (a) Why has Organisation Behaviour traditionally neglected emotions in organizations? [30%]
- (b) What is 'emotional labour' and why has it recently become an important topic in Organisation Behaviour? [40%]
- (c) What are the limitations of emotional labour? [30%]
- 4 (a) What is the Rational Decision Making model of organisational change and what are its limitations? [40%]
- (b) How do power and politics influence change management processes? [30%]
- (c) Why do change management programmes often fail? [30%]

END OF PAPER