Monday 5 May 2008   2.30 to 4.00

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
Single-sided script paper

SPECIAL REQUIREMENTS
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**

1   (a)   What are the characteristics of Weber's 'model' of bureaucratic organizations? [30%]

(b)   Explain why the reality of organizational life might deviate from the 'ideal type' bureaucracy [30%]

(c)   What is the difference between formal and substantive rationality, and what are the implications of this difference for organizations? [40%]

2   (a)   Explain social loafing in groups. [20%]

(b)   Explain Tuckmann's model of group development. [30%]

(c)   Describe *groupthink* and outline its impact on organizations. [50%]

3   (a)   What is organizational culture? [20%]

(b)   What techniques can be used to manage organizational culture and what practical limitations do these have? [50%]

(c)   Discuss whether organizational culture management is just another form of management control. [30%]

4   (a)   Describe Lewin's '3-phase' model of organizational change. [30%]

(b)   Discuss the limitations of Lewin's model of organizational change. [20%]

(c)   Contrast the *unitarist* and *critical* perspectives on organizational conflict. [50%]

END OF PAPER

Version: Final