

ENGINEERING TRIPOS PART IIA

Monday 4th May 2009 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.*

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**

- 1 (a) Describe the social and historical context in which Taylor developed his methods of Scientific Management. [30%]
- (b) List and briefly describe the principles of Scientific Management. [20%]
- (c) Scientific Management has been criticized as a way to organize work. Discuss these criticisms. [30%]
- (d) What have been the long term effects of Scientific Management for the organization of work? [20%]
- 2 (a) Why has the issue of emotion emerged as important for organization theory in recent years? [30%]
- (b) Define “emotional labour” [10%]
- (c) Describe features of this type of work. [30%]
- (d) Discuss the problems inherent to emotional labour, from the employee’s perspective. [30%]
- 3 (a) Describe why, since the early 1980s, we have seen a rise in popularity of Contemporary Management Theories (CMTs), such as those we discussed in lectures. [25%]
- (b) Name and describe two Contemporary CMTs. [40%]
- (c) What are the problems associated with CMT? [35%]
- 4 (a) To understand change we need to understand power. Discuss the

'four faces' of power. For each 'face', outline the limitations of this view. Illustrate your answer with examples. [60%]

(b) Even the most carefully planned Organizational Change Management initiatives frequently fail. Critically evaluate this statement. [40%]

END OF PAPER

