

ENGINEERING TRIPOS PART IIA

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29 April 2010 9 to 10.30

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Module 3E6

ORGANISATIONAL BEHAVIOUR

*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 is the difference between transactional and transformational leadership? [40%]
- (b) Identify and explain at least four typical transformational leadership behaviours. [20%]
- (c) How does an ethical charismatic leader differ from an unethical charismatic leader? [40%]
- 2 (a) Why do emotions matter in the workplace? [50%]
- (b) Critically examine the four dimensions of emotional intelligence. [20%]
- (c) How can emotional intelligence reduce the stressful impact of emotional dissonance in the work place? [30%]
- 3 (a) Identify and discuss the three stages of socialisation through which employees can become indoctrinated into an organisation's culture. [30%]
- (b) How do socialisation programs vary between different organisations? Discuss at least four dimensions of socialisation programs. [20%]
- (c) How can organisational culture be transmitted to employees? [50%]

- 4 (a) Describe and critically evaluate the two most common methods of assessing personality in an organisational context. [35%]
- (b) Identify and comment on the Big Five personality traits. [25%]
- (c) Describe what is meant by the terms 'person-job fit' and 'person-organisation fit.' Why are these concepts useful to managers? [40%]

**END OF PAPER**