

ENGINEERING TRIPOS PART IIA

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Thursday 5 May 2011 9 to 10.30

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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) Compare the Myers-Briggs Type Indicator (MBTI) to the Big Five Personality Model. Which one is more accepted by researchers and why? [40%]
- (b) Describe the Big Five Personality dimension of emotional stability and explain how it can predict behaviour at work. [20%]
- (c) To what extent can personality be measured? Discuss the advantages and limitations of personality assessments in organizations. [40%]
- 2 (a) Explain the five-stage group development model and discuss its usefulness in an organizational context. [30%]
- (b) Identify the benefits and disadvantages of cohesive groups and discuss how managers can encourage cohesiveness. [30%]
- (c) Should team leaders make decisions for, or with, their team? Discuss at least four strengths and at least four weaknesses of team decision making. [40%]
- 3 (a) Is job satisfaction an emotion? Include a discussion of Affective Events Theory in your response. [30%]
- (b) Why do the emotions of customer service representatives matter for organizations? [30%]
- (c) Describe emotional intelligence and give examples of how each dimension of emotional intelligence could be applied in organizational settings. [40%]

- 4 (a) Identify and comment on the needs in Maslow's Hierarchy of Needs, and discuss the usefulness of Maslow's Model for organizations. [20%]
- (b) Describe the Job Characteristics Model and give examples of how this Model is applied in organizations. [40%]
- (c) Compare and contrast the benefits of intrinsic rewards, such as interesting work, and extrinsic rewards, such as pay, for motivating employees. [40%]

**END OF PAPER**

