

ENGINEERING TRIPOS PART IIA

Monday 30 April 2012 9 to 10:30

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 determines job satisfaction? [30%]
- (b) Why is job satisfaction important? [30%]
- (c) What comes first: attitudes such as job satisfaction or behaviour such as job performance? [40%]
- 2 (a) What is emotional intelligence? Provide an overview of the dimensions of emotional intelligence and give examples of why these dimensions matter in the work place. [30%]
- (b) How do employees regulate their emotions? Explain the process of emotion regulation and the consequences of different emotion regulation strategies. [30%]
- (c) Should managers try to influence their subordinates' emotions? Explain your response by drawing on recent research on emotions in organizations. [40%]
- 3 (a) What is leadership? Discuss the differences between leaders and managers. [30%]
- (b) Describe the process of charismatic leadership. How important is charisma? [40%]
- (c) Apart from charisma, which other dimensions of leadership are important? [30%]

4 (a) Explain equity theory and discuss how employees might reduce perceived inequity. [30%]

(b) How can managers make jobs more motivating? Explain core job dimensions and suggest how jobs can be redesigned to be more motivating. [40%]

(c) Is money motivating? Critically discuss the role of monetary rewards for motivating employees. [40%]

END OF PAPER

