

ENGINEERING TRIPOS PART IIA

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Thursday 2 May 2013 9:30 to 11:00

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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 page of this question paper until instructed that you may do so by the Invigilator

- 1 (a) According to the job characteristics model, what characteristics make jobs motivating? [30%]
- (b) How can jobs be redesigned? [30%]
- (c) What is the difference between intrinsic and extrinsic motivation? Why does that difference matter in the workplace? [40%]
- 2 (a) What is organisational culture? [20%]
- (b) Explain the factors that sustain an organisation's culture. [40%]
- (c) Is it better for organisations to have a strong or a weak culture? [40%]
- 3 (a) Describe the characteristics of transactional and transformational leaders. [30%]
- (b) How does transformational leadership affect employees? [30%]
- (c) Should organisations promote charismatic employees into leadership positions? [40%]
- 4 (a) What elicits emotions at work? Describe and discuss affective events theory. [40%]
- (b) How do emotions affect work outcomes? [30%]
- (c) To what extent are positive emotions desirable in the work place? [30%]

**END OF PAPER**