

EGT2  
ENGINEERING TRIPOS PART IIA

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Monday 04 May 2015

14 to 15.30

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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.*

*Write your candidate number **not** your name on the cover sheet.*

**STATIONERY REQUIREMENTS**

Single-sided script paper

**10 minutes reading time is allowed for this paper.**

**You may not start to read the questions printed on the subsequent pages of this question paper until instructed to do so.**

- 1 (a) Compare and contrast behaviourist and cognitive perspectives on organisational learning. [40%]
- (b) Identify potential limitations of behaviour modification techniques. [25%]
- (c) Define the term 'double loop learning' and explain how this type of learning can be facilitated. [35%]
- 2 (a) Describe the principles of Scientific Management and discuss their potential limitations. [30%]
- (b) Identify at least three 'survival' strategies that employees may use to counter alienation. Illustrate each of them with appropriate examples. Explain how these strategies may be interpreted by different stakeholders. [30%]
- (c) Critically evaluate the argument that increased task specialization in organisations results in deskilling. [40%]
- 3 (a) Compare and contrast content and process theories of motivation. [30%]
- (b) Explain Herzberg's two-factor theory of motivation. Illustrate your answer with appropriate examples. [30%]
- (c) Critically evaluate the use of 'empowerment' and 'self-managing teams' to increase organisational effectiveness. [40%]

**END OF PAPER**