

EGT2
ENGINEERING TRIPOS PART IIA

Thursday 21 April 2016 14:00 to 15:30

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.*

*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) Discuss Edgar Schein's model of organisational culture. Use practical examples to illustrate the relevant concepts. [35%]
- (b) Discuss the implications of a strong organisational culture for the socialisation of employees and organisational effectiveness. [35%]
- (c) Discuss the differences between (popular) managerial and (critical) social science perspectives on organisational culture. [30%]
- 2 (a) Discuss conditions that may trigger stress in organisations and identify individual and organisational consequences of stress. [30%]
- (b) Explain how stress may be managed in organisations. [30%]
- (c) Discuss unitarist, pluralist, interactionist and radical views of organisations. What strategies for managing conflict arise from each of these views? [40%]
- 3 (a) Define and contrast formal and informal organisation. Illustrate your answer by means of examples. [35%]
- (b) Define the concept of 'virtual team'. Identify organisational benefits and problems associated with virtual teams relative to other types of teams. [30%]
- (c) Discuss the main barriers to effective communication within organisations and explain how these may be overcome. [35%]

END OF PAPER