

Version AR/2

EGT2

ENGINEERING TRIPOS PART IIA

Wednesday 03 May 2017 09.30 to 11.00

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) What are the differences between leadership and management? Explain. [20%]

 (b) Explain the strengths and limitations of trait theories of leadership. [30%]

 (c) “Transformational Leadership is the best leadership style for a manager in any organisation.” Discuss. [50%]

- 2 (a) Explain three characteristics of a mechanistic model of organisational design and three characteristics of an organic model of organisational design. [20%]

 (b) Dr. Ed Schein warns that the visible manifestations of culture, which his model calls ‘artifacts,’ may not be the truest expression of culture. Why? What else does one need to know in order to assess an organisational culture? [40%]

 (c) Developing a ‘learning organisation’ is one approach to organisational change management. Suppose you are a consultant advising an organisation with a mechanistic organisational design and a culture that emphasises rigid adherence to written rules. What steps would you suggest this organisation should take in order to become a learning organisation? Explain. [40%]

3 In a fictional universe, a private equity firm has purchased all rights (and remaining assets) to former British car manufacturer Reliant. You have been recruited to spearhead a new initiative: to design, prototype, produce, and market a flying car. In tribute to Reliant's splendid history, the car will feature three wings. As a die-hard fan of Reliant cars, this is a dream come true. You are expected to put together a strong team over the next two months. There are no restrictions on who, and how many, people you can recruit to your team.

- (a) Explain the factors you would consider in determining how many people to recruit. [20%]
- (b) Is it important for these people to get along in order for them to perform as a team? Why or why not? [40%]
- (c) Which is likely to matter more to the team's success: individual technical capability or psychological safety? Explain. [40%]

END OF PAPER