

EGT2
ENGINEERING TRIPOS PART IIA

Monday 5 May 2024 09.30 to 11.10

Module 3E6

ORGANISATIONAL BEHAVIOUR

Answer **two** out of three 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

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM

None

10 minutes reading time is allowed for this paper at the start of the exam.

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

You may not remove any stationery from the Examination Room.

Instructions for this exam: First, whenever you draw on a theory, ensure to explain its basic tenets comprehensively. Second, base your answers on the content learned across multiple lectures in 3E6. This instruction is applicable to all three questions presented in the exam paper.

1 Within organisations, individuals who actively generate creative ideas are frequently labelled as troublemakers. In fact, some researchers have discovered that people occasionally perceive creative individuals as unethical. Discuss the reasons behind this phenomenon.

[100%]

2 Pro-organisational unethical behaviour is defined as “actions that are intended to promote the effective functioning of the organisation or its members and violate core societal values, mores, laws, or standards of proper conduct” (Umphress & Bingham, 2011, p. 622). In organisations, employees sometimes knowingly engage in activities that benefit their organisations at the expense of societal well-being. Discuss why employees engage in such behaviour despite being aware of its harmful effects on society.

[100%]

3 In the recruitment process, organisations make every effort to understand job applicants by evaluating various personal and job-relevant characteristics, such as GPA, demographics, the reputation of their alma mater, on-site tests to assess their aptitudes for the posted jobs, personal values, career goals, past career records, and/or personality traits. Ideally, in an optimal recruitment process, the employees hired should always perform well. However, managers often come to realize that they have selected employees who are not suitable for the jobs. Discuss the reasons behind this phenomenon.

[100%]

END OF PAPER