



**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE**

**COURSE CODE AND TITLE: MMS 201 MANAGEMENT AND ORGANISATIONAL  
BEHAVIOUR**

**END OF FIRST SEMESTER EXAMINATIONS**

**NOVEMBER/DECEMBER 2019**

**LECTURER: DR STANISLAS BIGIRIMANA**

**DURATION: 3 HOURS**

***INSTRUCTIONS***

**ANSWER THE FIRST QUESTION AND ONE QUESTION FROM EACH SECTION**

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**EACH QUESTION CARRIES 20 MARKS**

**SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU MARKS**

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### **QUESTION 1**

Explain the following concepts:

- 1) Adhocracy
- 2) Altruism
- 3) Benchmarking
- 4) Coercive power
- 5) Social loafing
- 6) Cognitive dissonance
- 7) Causal attribution error
- 8) The HURIER Model
- 9) Noise
- 10) Glass ceiling

### **SECTION A**

### **QUESTION 2**

Explain the “Big Five” of personality and identify a form of employment which is suitable for each personality type

### **QUESTION 3**

Identify five personality traits which are not part of the “Big Five” and explain how they may contribute to success or failure in business.

### **SECTION B**

### **QUESTION 4**

Basing yourself on Maslow’s theory of needs how would you motivate employees?

### **QUESTION 5**

Basing yourself on Herzberg’s Two-Factor Theory explain how you would motivate employees

### **SECTION C**

### **QUESTION 6**

Explain the pros and cons of charismatic leadership.

### **QUESTION 7**

Explain the pros and cons of autocratic leadership



## **SECTION D**

### **QUESTION 8**

Explain Drucker's statement that "managing oneself" is crucial to success for individuals and businesses

### **QUESTION 9**

Using Hofstede's Model, explain corporate culture and the role it plays in an organization that you know.