



**AFRICA
UNIVERSITY**

(A United Methodist-Related Institution)

“Investing in Africa’s Future”

FACULTY OF MANAGEMENT AND ADMINISTRATION

COURSE TITLE: MMS 306 - MANAGEMENT THEORY AND PRACTICE II

SEMESTER 1: FINAL EXAMINATION NOVEMBER 2013

LECTURER: MR. T NEMAUNGA

TIME: 3 HOURS

INSTRUCTIONS

Answer **any THREE** questions.

Start **each** question on a new page in your answer booklet.

The marks allocated to **each** question are shown at the end of the section.

Credit will be awarded for logical, systematic and neat presentations.

INSTRUCTIONS

Answer **any THREE** Questions

- 1) Personal power is one of the sources of power that a leader can use to influence the behavior of subordinates. According to Peter Block, there are two types of Personal power; i.e. Expert power and Referent power. According to Gary A Yukl, list and explain some steps one takes to build expert power? [20]
- 2) In 1960's, Edwin Locke put forward the Goal-setting theory of motivation. Locke proposed that intentions to work toward a goal are a major source of work motivation, therefore a goal tells an employee what needs to be done and how much effort will need to be expended, basically Locke was saying specific goals increase performance. In detail identify and explain the necessary conditions that must be met to make goals effective in invoking motivation? [20]
- 3) Answer the following questions:
 - a) **Henry Mintzberg**, a well known researcher, studied actual managers at work and concluded that, what managers actually do at work can best be described by looking at the roles they play at work. Mintzberg went on to develop the roles approach. In detail, explain the roles approach, giving an example of each role played? [15]
 - b) Define the following terms:
 - i. Power [1]
 - ii. Motivation [1]
 - iii. Controlling [1]
 - iv. Effectiveness [1]
 - v. Organization [1]
- 4) Answer the following questions:
 - a) Decision-making within an organization, determines the type of leadership style pursued by management within an organization. According to Lewin et al (1951), identify and

explain the characteristics of the different styles of leadership that can be used within an organization? [10]

- b) The study of leadership today often emphasizes the transformational leader- *one who helps organizations and people make positive changes in the way they do things*. Transformational leadership combines **charisma**, **inspirational leadership**, and **intellectual stimulation**. *Charisma is the ability to lead or influence others based on personal charm, magnetism, inspiration, and emotion*. In detail identify and explain techniques one can use in order to develop charisma? [10]

5) Answer the following questions:

- a) **“People only come to work for money”**. Discuss this statement with reference to Abraham Maslow’s contribution to the field of Employee motivation? [12]
- b) Controlling is important when ensuring organizational efficiency and effectiveness. According to G.A Cole (1995), there are three types of control. Briefly identify and explain the three types of control, giving real examples of each? [8]

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