



**AFRICA
UNIVERSITY**

(A United Methodist-Related Institution)

“Investing in Africa’s Future”

**FACULTY OF MANAGEMENT AND
ADMINISTRATION**

**COURSE TITLE: MMS 201 - MANAGEMENT AND
ORGANISATIONAL BEHAVIOR**

SEMESTER 2: FINAL EXAMINATION - NOV 2013

LECTURER: MR T MASESE

TIME: 3 HOURS

INSTRUCTIONS

Answer **ALL** questions in the paper. Total possible mark is **100%**.

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.

Question One

- a. Discuss the major forms of workforce diversity? **(5 marks)**
- b. How do you think the following biological characteristics impact a person's behavior in the work place?
 - i. Sex **(2 marks)**
 - ii. Age **(2 marks)**
 - iii. Religion **(2 marks)**
 - iv. Sexual orientation **(2 marks)**
- c. The goals of OB are to *explain, predict, and influence* behavior. What kind of work place behavior would you predict if an employee has the following personality traits;
 - i. External locus of control **(2 marks)**
 - ii. High in Machiavellianism (High Mach) **(2 marks)**
 - iii. Type B personality **(2 marks)**
 - iv. Organizational citizenship behavior **(2 marks)**
- d. "Behavior generally is predictable." Do you agree or disagree? Explain **(4 marks)**

Question Two

- a. Differentiate between formal and informal groups and explain why people join groups in a work environment. **[6 marks]**
- b. Groups generally pass through a standardized sequence in their evolution. Outline and explain the five stages in group formation. **[6 marks]**
- c. Define an attitude and explain the three main components of attitudes. What are the four main job-related attitudes would you be interested in as a manager **(6 marks)**
- d. Briefly explain the following terms:
 - i. Social loafing **(2 marks)**
 - ii. Locus of control **(2 marks)**
 - iii. Cognitive dissonance **(2 marks)**
 - iv. Extraversion **(1 mark)**

Question Three

- b. Personality traits are the enduring characteristics that describe an individual's behavior.
 - i. In recent years, an impressive body of research supports that five basic dimensions underlie all others and encompass most of the significant variation in human personality. Outline and explain these big five personality factors. Which one is correlated mostly to job performance? **[10 marks]**
 - ii. What are the other personality attributes that have been found to be powerful predictors of behavior in organizations? **[9 marks]**
- c. Briefly explain the three main determinants of personality **(6 marks)**

Question Four

- a. "Money is a necessary but not sufficient motivator". Do you agree or disagree? Discuss. **(5 marks)**
- b. What is motivation? Briefly outline the motivation process and explain the three key elements of motivation **(10 marks)**
- c. How do goal-setting, reinforcement, and equity theories explain employee motivation? **(15 marks)**

END OF PAPER