



FACULTY OF MANAGEMENT AND ADMINISTRATION

Harare Parallel O.B. Final Examination

COURSE TITLE: Organizational Behaviour MMS201

SEMESTER ONE: November 2013

TIME ALLOCATED: 3HOURS

LECTURER: A.M.Gumbo

INSTRUCTIONS

Section A - Answer all questions

Section B- Choose and answer any TWO essay questions.

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

Anyone caught cheating will be disqualified

Section A

1. Define Organisational behavior. [2]
2. Explain briefly the major difference between the old and new approach to O.B. [1]
3. What are the basic differences between “formal” and “informal” groups at the workplace? [4]
4. Usually O.B is studied at three levels, what are these levels and what does each one cover very briefly? [3]
5. Name any 4 distinct disciplines from which the study of O.B borrows . [2]
6. What are the two ways in which individuals differ? [2]
7. In the development of leadership theory, three different approaches have been used to explain how some people and not others make successful leaders. Name these three approaches. [3]
8. What is Learning as defined in O.B [2]
9. The Blake and Mouton Managerial Grid uses two factors to analyse management types. Which two are these? [2]
10. Name two learning theories as propounded by Pavlov and Thorndike behavioural psychologists. [2]
11. What do we call the group influence on individual members which prevents them from making a free choice in their behavior? [2]
12. Name any two processes that will enhance/increase learning. [2]
13. Define personality as accurately as you can in O.B terms. [2]
14. Sigmund Freud in studying individual personality came up with three behavior forces in the Human being. What names did he give these three forces? [2]
15. CATTEL designed a personality assessment test called..... [1]

16. Name the five stages of development that most groups go through in their life time. [5]
17. Give the formula for measuring intelligence or I.Q. [2]
18. What is the difference between aptitude and achievement/performance test. [4]
19. If behavior is not re-inforced or punished each time it occurs it may die away. What do we call this dying away? [1]
20. List two differences between a leader and a manager. [4]
21. State any two causes or sources of conflict in an organization. [2]
22. Explain the difference between Internal and External locus of control as they affect individual behavior. [2]
23. With the aid of a diagram, define communication in terms of O.B [4]
24. What do we call the self fulfilling prophecy effect that tends to make people see and get what they want and expect in a situation? [2]
25. What are the three features that usually distinguish a group or team from a crowd? [2]
26. What is the difference between a “mechanistic” and a “rational” organizational structure? [1]

Section B – Essay Questions: Choose and answer only Two questions from here.

Each question carries 25 marks

1. How can Employee recognition and involvement programmes be utilized to motivate employees at work. What would their effect be on the “dependent variables”?
2. What is personality? How is it assessed and how accurate is it in determining future success in jobs?
3. Tuckman developed the theory of group/team development which until today no one has proved wrong. Discuss this group/team development theory showing the group behavior at each of the stages.
4. Discuss the importance of managers studying Organizational Behaviour. What does the course cover at each of the three levels of the study?

END OF PAPER