



"Investing in Africa's Future"

FACULTY OF MANAGEMENT AND ADMINISTRATION

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

END OF FIRST SEMESTER EXAMINATIONS

NOVEMBER/DECEMBER 2016

LECTURER: DR STANISLAS BIGIRIMANA

DURATION: 3 HOURS

INSTRUCTIONS

ANSWER THE FIRST QUESTION AND ONE QUESTION FROM EACH SECTION

EACH QUESTION CARRIES 20 MARKS

SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU MARKS

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

Discuss the concepts of performance appraisal and performance management and explain how these concepts can be applied to an organization that you know.

SECTION B

QUESTION 4

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

QUESTION 5

Discuss the concept of Management by Objectives (MBO) and describe in detail mechanisms that can be used when applying this concept in a business context.

SECTION C

QUESTION 6

Explain the pros and cons of charismatic leadership.

QUESTION 7

Explain the conflict process and discuss the various ways of solving conflicts in a business context.

SECTION D

QUESTION 8

Discuss the role of innovation and creativity in contemporary organizations.

QUESTION 9

Using the S Cube Model, explain corporate culture and the role it plays in an organization that you know.