



"Investing in Africa's Future"

**COLLEGE OF SOCIAL SCIENCES, THEOLOGY HUMANITIES
AND EDUCATION**

DEPARTMENT OF EDUCATION

MMS 201 ORGANISATIONAL BEHAVIOUR

END OF FIRST SEMESTER EXAMINATIONS

JANUARY 2018

LECTURER: MUTANGIRWA, C.

DURATION: 3 HRS

INSTRUCTIONS

1. Answer Any Four Questions

2. Each Question Carries 25 Marks

3. Start a New Question on a New Page

QUESTION 1

Conflict is a common feature of behaviour in organisations. However, there are circumstances in which it can bring benefits to an organisation and may even be stimulated by managers.

- a) Comment on why managers might want to stimulate conflict in an organisation. [15]
- b) Explain how conflict can be stimulated. [10]

QUESTION 2

Organisational performance is significantly influenced by the effectiveness of the communication processes within an organisation. Analyse the main barriers to communication and how they can be overcome. [25]

QUESTION 3

Discuss what you consider to be the essence of effective leadership. Of what value is effective leadership to Zimbabwean organisations today? [25]

QUESTION 4

The senior management of an organisation will often face the challenge of overcoming resistance to a change in strategy, structure, systems or processes in an organisation. Analyse the actions that can be taken to overcome resistance to change. [25]

QUESTION 5

Organisational groups typically pass through a number of stages in their development. Discuss the commonly recognised stages in the development of a group. [25]

QUESTION 6

The bureaucratic form of organisation typically attracts much criticism. Commentators have, however, identified a number of benefits associated with this form of organisation. Evaluate the advantages of bureaucratic organisational forms. [25]

QUESTION 7

Discuss how management can handle stress and stressful situations at the personal and organisational level in an organisation. [25]

