



***"Investing in Africa's Future"***

**COLLEGE OF BUSINESS, PEACE, LEADERSHIP, AND GOVERNANCE**

**NMMS 201: MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

**END OF SECOND SEMESTER EXAMINATIONS**

**APRIL/MAY 2023**

**LECTURER: DR STANISLAS BIGIRIMANA**

**DURATION: 3 HOURS**

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***INSTRUCTIONS***

**ANSWER THE FIRST QUESTION AND ONE QUESTION FROM EACH SECTION**

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**EACH QUESTION CARRIES 20 MARKS**

**SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU MARKS**

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## **QUESTION 1**

Explain the following concepts:

- 1) Machiavellism
- 2) Emotional intelligence;
- 3) Halo effect;
- 4) Ingratiation
- 5) Social loafing
- 6) LMX
- 7) Causal attribution error
- 8) ERG Model
- 9) Noise
- 10) Cafeteria-style benefit plans

## **SECTION A**

### **QUESTION 2**

Identify the “Big Five” of personality and explain how they may contribute to success or failure in business.

### **QUESTION 3**

Identify five personality traits that are not part of the “Big Five” and explain how they may contribute to success or failure in business.

## **SECTION B**

### **QUESTION 4**

Basing yourself on Maslow’s theory, explain how you would motivate employees.

### **QUESTION 5**

Basing yourself on Herzberg’s Two Factor theory explain how you would motivate employees

## **SECTION C**

### **QUESTION 6**

Using concrete examples, explain the pros and cons of power and politics in the management of an organization and suggest solutions to possible power struggles in an organization.

### **QUESTION 7**

Using concrete examples, explain the conflict process and suggest possible conflict resolution mechanisms in an organization that you know.

**SECTION D**

**QUESTION 8**

Explain Perrow's Matrix of technology and give instances where each type of technology may be used.

**QUESTION 9**

Discuss the main weaknesses of bureaucracy and suggest alternatives

**END OF EXAMINATION**