



**MANICALAND STATE UNIVERSITY
OF
APPLIED SCIENCES**

FACULTY OF APPLIED SOCIAL SCIENCES

HUMAN RESOURCE MANAGEMENT DEPARTMENT

ORGANISATIONAL BEHAVIOUR

CODE: HHRM211/SSHR211

SESSIONAL EXAMINATIONS

MARCH 2022

DURATION: 3 HOURS

EXAMINER: MR B. CHISIRI

INSTRUCTIONS & INFORMATION

- 1. This paper contains 2 sections with 6 Questions*
 - 2. Section A is compulsory*
 - 3. Answer any **three** other questions from Section B*
 - 4. Total marks 100*
 - 5. You are reminded of the need for good English and clear presentation in your answers*
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SECTION A

1. 'In reality organisational behaviour is a hodgepodge of various disciplines'.
Examine any **five** disciplines and how they dovetail to inform the organisational behaviour field of study. **(25 marks)**

SECTION B

2. Examine any **five** contributions of Elton Mayo (1928-35)'s Hawthorne experiments to the managers' understanding of human behaviour in organisations today. **(25marks)**
3. a) Distinguish between the task-centered and employee-centered leadership approaches as presented by the Michigan University leadership behaviour studies (1950s). **(10 marks)**
b) Discuss any **five** reasons for "Glass ceiling" of women to leadership positions in organisations. **(15 marks)**
4. a) Explain any **five** benefits of informal groups to the organisation. **(10 marks)**
b) Examine the **five** group development stages according to Tuckman (1965) **(15 marks)**
4. 'For all organisational development interventions to be effective, employee behavioural change is paramount.'
- a) Explain the three stages of employee behaviour modification as presented by Kurt Lewin (1950s). **(9 marks)**
b) Examine the **eight** phases of organisational development. **(16 marks)**
6. a) Discuss any **five** indicators of successful socialisation of a new employee in an organisation of your choice. **(10 marks)**
b) Examine any **five** ways organisations can use to maintain organizational culture. **(15 marks)**

END OF EXAMINATION