

**MANICALAND STATE UNIVERSITY
OF
APPLIED SCIENCES**

**FACULTY OF APPLIED SOCIAL SCIENCES
HUMAN RESOURCE MANAGEMENT DEPARTMENT
ORGANIZATIONAL BEHAVIOUR**

CODE: HHRM211

SESSIONAL EXAMINATIONS

APRIL/MAY 2021

DURATION: 3 HOURS

EXAMINER: MR B CHISIRI

INSTRUCTIONS & INFORMATON

- 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.*

SECTION A

1. With reference to Elton Mayo (1920s)'s Human Relations Theory, examine the major contributions of this theory to the understanding of human behaviour in organisations today. **(25 marks)**

SECTION B

2. With reference to the following theories, discuss how employees may be motivated by managers in an organisation:
 - a) Locke (1968)'s Goal Setting **(10 marks)**
 - b) Adam (1963)'s Equity Theory **(15 marks)**
3.
 - a) Explain any five benefits that are associated with informal groups. **(10 marks)**
 - b) Assess the key features of the Delphi Technique of group decision making. **(15 marks)**
4. Discuss any **five** indicators of successful socialisation of a new employee in an organisation. **(25 marks)**
5. Examine the contribution of the following personality theories to our understanding of individual differences among employees at the workplace:
 - a) (i) Bandura's Social Cognitive Theory (1969). **(5 marks)**
(ii) The Big Five Personality Traits Theory (1949) **(10 marks)**
 - b) Discuss any five forces which work/militate against change in organisations. **(10 marks)**
6.
 - a) Distinguish between leadership and management **(10 marks)**
 - b) Examine any five ways of maintaining organizational culture **(15 marks)**

END OF EXAMINATION