EXAMINATION OF DECEMBER 2009

Code and Name of Course: MGMT2008/MS22A -- Organization Behavior  Paper: BSc
Date and Time: Wednesday December 9, 2009.  1:00 – 3:00 pm.  Duration: 2 Hours
INSTRUCTIONS TO CANDIDATES: This paper has ___5___ questions and ___2___ pages.

EVENING STREAM - FALCONER

ANSWER ANY 3. ALL QUESTIONS CARRY EQUAL MARKS OF 20% EACH.

QUESTIONS:

1.b. List some of the more recent organizational structures indicating the advantages and or dis-advantages operating in the global economy.  (10 marks)

2a. Explain fully the characteristics of the "A Personality", and the "B Personality", noting why it is easier for the latter to climb the corporate ladder faster.  (8 marks)

2b. Values and Attitudes in employees at work are pre- determined by certain factors, which do impact the workers’ perception of themselves, and also affect their performance levels. Make a convincing argument on this view; highlighting the pros and cons.  (12 marks)

3. Leadership, embodies vision, knowledge, mission and influence. Based on your readings and understanding of the characteristics of a leader, how would you describe Douglas Orane at GK & Co. Michael Lee Chin of NCB, and Glen Christian of Cari-Med. Are there any common characteristics, are there differences? Explain the driving force behind their success.  (20 marks)

4a. Robbins defines Motivation, as an inner Need which has to be satisfied. As a manager of a modern firm operating in the global economy, and who has studied, Motivational Theories, what advice would you give managers in your firm, regarding improved employee performance and motivation? Cite two motivational theories you could use to support your discussions.  (10 marks)

4b. Although, Maslow’s Motivation Theory of Human Needs was the earliest one, we find that other theorists have challenged his 5 tier hierarchical model. One such critic is Clayton Alderfer who introduced a three tier ERG model. What are the differences, if any, between the two models? Have they captured in essence the same theory? Please explain fully.  (10 marks)
5. Give definitions for any 5 of the following: be very specific in your responses.
   - Communication
   - Organization Behavior
   - Power
   - Group
   - Halo Effect
   - Perception
   - Teams
   - Grapevine

   (5x4=20 marks)

END OF PAPER