

**OLLSCOIL NA hÉIREANN, GAILLIMH  
NATIONAL UNIVERSITY OF IRELAND, GALWAY**

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**BACHELOR OF COMMERCE (EVENING) - SECOND YEAR**

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**SUMMER EXAMINATIONS 1999/2000**

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**BUSINESS ORGANISATION AND MANAGEMENT MG  
(PAPER II)**

**Professor P. Willman  
Professor R. Green  
Ms. G. O'Malley**

**Time Allowed: 2 Hours**

**Candidates must attempt Question 1 and two other questions**

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**Question 1**

Define FIVE of the following organisation behaviour terms AND give an example of each

- Group Think
- Locus of Control
- Psychological Contract
- Halo Effect
- Perceptual Distortions
- Type A & Type B Personality
- Job enrichment

**Question 2**

- a) Equity theory views motivation from the perspective of the social comparisons employees make between themselves and others. Discuss how equity theory suggests employees deal with the results of the comparisons.

**AND**

- b) Outline the managerial implications of Equity Theory.

**Question 3**

“The leader’s behaviour and not his/her traits determine effectiveness”. Write **either side** of this argument **and** offer your own view.

**Question 4**

Outline the stages of group development.

**or**

Why must conflict within groups be managed? How can conflict be managed?

**Question 5**

Describe any one of the four types of cultures, described by Handy (1976) under each of the following headings:

- a) Structure and Power source, b) Adaptability, c) Appropriate environment d) Control
- e) Role of individuals