

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

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**BACHELOR OF COMMERCE, YEAR II**

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**SEMESTER II EXAMINATIONS 1998/99**

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**ORGANISATION BEHAVIOUR - MG 308**

**Professor P. Willman  
Mr. M. Moroney  
Mr D. G. Behr**

**Time allowed: TWO AND HALF HOURS.**

**Answer THREE Questions**

**ALL QUESTIONS CARRY EQUAL MARKS**

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1. "Like motivation, the search for the definitive solution to the leadership problem has proved to be another endless quest for the Holy grail in organisation theory" (Charles Handy, 1993)

Distinguish between the behavioural and contingency approaches to the study of leadership and discuss critically what you see as the relevance today of each of these approaches.

Illustrate your answer with reference to specific leadership theories in the behavioural and contingency approaches.

2. Suggest how you would attempt to explain the concept of organisational culture. Discuss critically the view that a strong organisational culture can improve organisational performance.
3. Discuss the view that conflict is an inevitable feature of management and organisational behaviour? Outline how management can attempt to avoid the harmful effects of conflict.

**Cont'd...**

4. Explain why the study of the different theories of motivation is important to a manager?

Distinguish between the content and process theories of motivation and discuss critically the strengths and weaknesses of these approaches.

Illustrate your answer with reference to specific motivation theories in both of these approaches.

5. Outline and discuss critically the differences between: (a) group task roles; (b) group building and maintenance roles; and (c) individual roles.

Illustrate your answer with reference to the different types of behaviour associated with each of these types of group member roles.