

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION PAPER
FIRST SEMESTER: DECEMBER 2014

TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR

COURSE CODE : BA 213/ BA 323 IDE

TIME ALLOWED : THREE (3) HOURS

- INSTRUCTIONS :**
- (1) TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS SIX (6)
 - (2) THE PAPER CONSISTS OF SECTIONS A AND B.
 - (3) ANSWER THE QUESTION IN SECTION A WHICH IS COMPULSORY AND ANY THREE (3) QUESTIONS IN SECTION B.
 - (4) THE MARKS ALLOTTED FOR A QUESTION /PART OF A QUESTION ARE INDICATED AT THE END OF EACH QUESTION / PART OF QUESTION.
 - (5) WHERE APPLICABLE, ALL WORKINGS / CALCULATIONS MUST BE CLEARLY SHOWN.

NOTE: MAXIMUM MARKS WILL BE AWARDED FOR GOOD QUALITY LAYOUT, ACCURACY, AND PRESENTATION OF WORK.

THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

SECTION A: COMPULSORY

QUESTION 1: Read the case and answer the questions below:

A case of company culture

In the following description of one company's culture, Schein (1990: 112) argues that it is possible for a group to hold conflicting values that manifest themselves in inconsistent behaviour while having complete consensus on underlying assumptions

The *Action Company* is a rapidly growing, high-technology manufacturing company. Its founder manages it: he began the company thirty years ago, and holds strong beliefs and value. A visitor to the company would notice the open office layout, and the high degree of informality, frenetic activity, confrontation, conflict, and fighting in meetings. There is an obvious lack of status symbols, such as parking spaces for senior managers or executive dining rooms. There is a sense of high energy and emotional involvement, with people staying late in the office and expressing excitement about their work. The general view appears to be that hard work, innovation, and rapid solutions to problems are essential to this rapidly growing high-technology company. New employees are carefully screened. When an employee fails, he or she is assigned to another task, rather than fired or punished.

The company operates on several critical and coordinated assumptions, as follows:-

1. Individuals are assumed to be the source of all innovation and productivity.
2. Truth can only be determined by pitting fully involved individuals against each other to debate ideas until only one idea survives. An idea will not be implemented unless everyone involved in its implementation has been convinced of the validity of the idea.
3. Every individual must think for themselves and will 'do the right thing'-even if that means disobeying the boss or violating a company policy.
4. What makes it possible for people to live in this high-conflict environment is the assumption that the company is one big family, the members of which will take care of one another and protect each other even if some make mistakes or have bad ideas.

The organization appears, then, to tolerate extremely high degrees of conflict without destroying or demotivating its employees.

(Source: Adapted from Schein, 1990)

Questions:

- a) Is it your experience of organizations that ideas are only implemented if everyone is convinced of the validity of the idea? Support your answer and also indicate disadvantages if any. [10 marks]
- b) Explain the general functions of an organizational culture [20 marks]

- c) Explain how you would use the five intervention strategies to influence organization cultural change [10 marks]

[Total marks 40]

SECTION B

Answer any three (3) questions from this section.

QUESTION 2

Managers spend more than twenty percent of their time in conflict management and as a result, they need to confront the problem of managing it. Discuss the various techniques managers would apply in resolving **intergroup conflict**. [20 marks]

QUESTION 3

At every level, managers of organizations have primary responsibility for attaining **effective performance** by practicing with skill the basic functions of management. Discuss management's contribution to effectiveness [20 marks]

QUESTION 4

The Chief Executive Officer of Swaziland Building Society, a financial institution, has approached you to review the organization's current Performance Appraisal System. As a Human Resource Expert, explain to him the significance of the Performance Appraisal System and the benefits of linking incentives to performance [20 marks]

QUESTION 5

Stress is inevitable and affects behavior at work which may result in productivity decline. Discuss personal and organizational strategies you would apply in the management of stress. [20 marks]

QUESTION 6

Critically evaluate the contributions and limitations of Maslow's Need Hierarchy Model, [20 marks]