



Botswana Open
University

Diploma
July - December

Sessional Examination
OB111 Organisational Behaviour

BOTSWANA OPEN UNIVERSITY

**Diploma in Business Management/
Diploma in Human Resources Management**

Organisational Behaviour

OB111

Sessional Examination

Marks: 100

Time: 3 Hrs

Instructions

1. This examination consists of **Four** sections: A, B, C and D
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write in grammatical English



SECTION A –MULTIPLE CHOICE QUESTIONS

[10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best alternative answer.

1. Management creates structure in organisations to _____.
 - A. Establish relationships between individuals and groups
 - B. Provide order and systems
 - C. To direct the efforts of the organisation into goal seeking activities
 - D. All of the above

2. The following are types of role conflict except _____.
 - A. Role incompatibility
 - B. Role ambiguity
 - C. Specific role
 - D. Role underload

3. If a manager who wants to improve employee satisfaction informs them about impending conditions of service, he is using the _____ technique of changing attitudes.
 - A. Changing beliefs
 - B. Appealing to fear
 - C. Dissonance arousal
 - D. Functional approach



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4. _____ refer to a process by which the consequences of the behaviour modify the frequency of the occurrence of behaviour.
- A. Classical conditioning
 - B. Operant conditioning
 - C. Social learning
 - D. Observational learning
5. According to Hackman and Oldham model, the following are core job dimensions except _____.
- A. Skill variety
 - B. Job rotation
 - C. Task identity
 - D. Task significance
6. _____ refer to judging someone on the basis of our perception of the group to which he or she belongs.
- A. Halo effect
 - B. Selective perception
 - C. Stereotyping
 - D. None of the above
7. In the _____ stage of stress, the initiating forces (stressors) result in a feeling of stress.
- A. Stimulus
 - B. Response
 - C. Interactive
 - D. None of the above



8. According to Maslow's hierarchy of needs, _____ is becoming everything that one is capable of becoming.
- A. Esteem
 - B. Self-actualisation
 - C. Safety
 - D. Physiological
9. Profit sharing is an example of _____.
- A. Piece-rate pay plan
 - B. Fringe benefit package
 - C. Flexible benefits
 - D. Incentive pay
10. _____ are the most visible level of culture which are the constructed physical and social environment.
- A. Basic underlying assumptions
 - B. Values
 - C. Artifacts
 - D. Beliefs



SECTION B – TRUE/FALSE QUESTIONS

[10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

State whether each of the following statements is TRUE or FALSE.

1. Anthropology is the study of societies to learn about human beings and their activities.
2. Role underload occurs when someone faces too many different roles or too great a variety of expectations.
3. A role is the expected pattern of behaviour associated with members occupying a particular position within the structure of the organisation.
4. Idiographic approaches to personality studies are concerned with understanding the uniqueness of individuals and the development of the self-concept.
5. Perceptual defense is the tendency to ascribe positive or negative characteristics to a person on the basis of a general categorisation and perceived similarities.
6. Affection is an example of a secondary motive in motivation.
7. During the norming stage, group members develop close relationships.
8. The most visible level of culture is values, which are the constructed physical and social environment.
9. According to Milton Friedman, corporate social responsibility is stealing shareholders' money.
10. According to Sayles, an erratic group tended to be relatively low skilled, and poorly paid.



SECTION C SHORT ANSWERS QUESTIONS

[40 MARKS]

Answer ALL questions in this Section.

1. Discuss the three main social science disciplines that are concerned with behavioural science. **(6 marks)**

2. Explain the following types of role conflict:
 - a. Role incompatibility **(3 marks)**
 - b. Role overload **(3 marks)**
 - c. Role underload **(3 marks)**

6. Discuss any three internal factors that affect the process of perception. **(9 marks)**

7. Explain five steps that can be taken to improve employee commitment. **(10 marks)**

8. Give any six characteristics of an effective work group. **(6 marks)**



SECTION D ESSAY TYPE QUESTIONS

[40 MARKS]

There are two questions in this section. Answer any ONE question.

QUESTION 1

Read the following case study and answer questions that follow.

Spooked by Computers

The New England Arts Project had its headquarters above an Italian restaurant in Portsmouth, New Hampshire. The project had five full-time employees, and during busy times of the year, particularly the month before Christmas, it hired as many as six part-time workers to type, address envelopes, and send out mailings. Although each of the five full-timers had a title and a formal job description, an observer would have had trouble telling their positions apart. Suzanne Clammer, for instance, was the executive director, the head of the office, but she could be found typing or licking envelopes just as often as Martin Welk, who had been working for less than a year as office coordinator, the lowest position in the project's hierarchy.

Despite a constant sense of being a month behind, the office ran relatively smoothly. No outsider would have had a prayer of finding a mailing list or a budget in the office, but project employees knew where almost everything was, and after a quiet fall they did not mind having their small space packed with workers in November. But a number of the federal funding agencies on which the project relied began to grumble about the cost of the part-time workers, the amount of time the project spent handling routine paperwork, and the chaotic condition of its financial records. The pressure to make a radical change was on. Finally Martin Welk said it: "Maybe we should get a computer."

To Welk, fresh out of college, where he had written his papers on a word processor, computers were just another tool to make a job easier. But his belief was not shared by the others in the office, the youngest of whom had fifteen years more seniority than he. A computer would eat the project's mailing list, they said, destroying any chance of raising funds for the year. It would send the wrong things to the wrong people, insulting them and convincing them that the project had become another faceless organization that did not care. They swapped horror stories about computers that had charged them thousands of dollars for purchases they had never made or had assigned the same airplane seat to five people. "We'll lose all control," Suzanne Clammer complained. She saw some kind of office automation as inevitable, yet she kept thinking she

would probably quit before it came about. She liked hand-addressing mailings to arts patrons whom she had met, and she felt sure that the recipients contributed more because they recognized her neat blue printing. She remembered the agonies of typing class in high school and believed she was too old to take on something new and bound to be much more confusing. Two other employees, with whom she had worked for a decade, called her after work to ask if the prospect of a computer in the office meant they should be looking for other jobs. "I have enough trouble with English grammar," one of them wailed. "I'll never be able to learn computer language."

One morning Clammer called Martin Welk into her office, shut the door, and asked him if he could recommend any computer consultants. She had read an article that explained how a company could waste thousands of dollars by adopting integrated office automation in the wrong way, and she figured the project would have to hire somebody for at least six months to get the new machines working and to teach the staff how to use them. Welk was pleased because Clammer evidently had accepted the idea of a computer in the office. But he also realized that as the resident authority on computers, he had a lot of work to do before they went shopping for machines.

Questions

- a. Define organisational development, highlighting at least three key features of the definition.
(5 marks)
- b. Explain the reasons for resistance to change that the employees of the project displayed.
(10 marks)
- c. Explain the approaches that Martin Welk can use to bring about effective change.
(10 marks)
- d. With the aid of the change process, illustrate how Martin Welk can implement the change process.
(15 marks)



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QUESTION 2

- a. Discuss the various ways in which pay can be adjusted to performance. **(20 marks)**
- b. Discuss the following theories of motivation.
- i. Maslow's Hierarchy of needs **(10 marks)**
 - ii. McClelland's Achievement Motivation theory **(10 marks)**

END OF EXAMINATION