



Diploma
July - December

Special Examination
OB111 Organisational Behaviour

BOTSWANA OPEN UNIVERSITY

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

Organisational Behaviour

OB111

Special 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. The formal structure of an organisation can influence the behaviour of individuals or groups through the following except _____.
 - A. Leadership style
 - B. Technology
 - C. Management style
 - D. None of the above

2. _____ is one of the internal factors that affect the process of perception.
 - A. Movement
 - B. Previous experience
 - C. Repetition
 - D. Contrast

3. The following are the main disciplines of organisational behaviour except _____.
 - A. Anthropology
 - B. Sociology
 - C. Biology
 - D. Psychology



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4. The following are common characteristics that underlie the definition of motivation except _____.
- A. Individual phenomenon
 - B. Intentional
 - C. Multifaceted
 - D. All of the above
5. The following are methods of job design except _____.
- A. Job significance
 - B. Job rotation
 - C. Job enrichment
 - D. Job enlargement
6. _____ is the process by which the perception of a person is formulated on the basis of one's own perception of reality.
- A. Halo effect
 - B. Selective perception
 - C. Stereotyping
 - D. None of the above
7. At the _____ stage of group development, there is conflict.
- A. Norming
 - B. Storming
 - C. Forming
 - D. Performing



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8. _____ said that motivation comes from an internal stimulus resulting from job content, not job environment.
- A. McClelland
 - B. Maslow
 - C. McGregor
 - D. Herzberg
9. Culture is reinforced through _____.
- A. The system of rites and rituals
 - B. Patterns of communication
 - C. Expected patterns of behaviour
 - D. All of the above
10. According to a research carried out by Sayles, a _____ tended to be relatively skilled, well paid and self-assured.
- A. Strategic
 - B. Apathetic
 - C. Conservative
 - D. Erratic



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 human societies, customs and beliefs.
2. Role underload occurs when someone faces too many different roles or too great a variety of expectations.
3. Job rotation increases boredom at the workplace since you will be doing one thing all the time.
4. Distress is negative stress.
5. Stereotyping refers to judging someone based on the group that he or she belongs to.
6. Someone who is motivated by receiving a pay check has intrinsic motivation.
7. The last stage of group formation is the adjourning stage.
8. Artifacts are the visible level of organisational culture which includes symbols like the company logo.
9. Employees fear the unknown that is why they resist change.
10. Esteem needs are at the highest level according to Maslow's hierarchy of needs.



SECTION C SHORT ANSWERS QUESTIONS

[30 MARKS]

Answer ALL questions in this Section.

1. Differentiate sociology from psychology. (6 marks)
2. Discuss any three factors that affect the level of individual job satisfaction. (6 marks)
3. Explain any three characteristics of an effective work group. (6 marks)
4. Describe any three characteristics of people with a strong achievement need. (6 marks)
5. Explain any three reasons why organisations resist change. (6 marks)



SECTION D ESSAY TYPE QUESTIONS

[50 MARKS]

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

QUESTION 1

(50 marks)

Read the following case study and answer questions that follow.

Commissions for Charlotte

Doris Ann Riley, the head of HR for King Conductors, was amused by the conversations drifting over the planter that separated the two booths in the employee cafeteria. She recognised the voices on the other side as those of Pete Morris, Carter Henry and Rachael Parker. The three were involved in a heated discussion about the opening of NFL season one week away and the continued hold out of the local team's star quarterback. "Hey, if he can hold out for a \$50 million contract, I say more power to him. He's worth it," Peter announced. "I say"

"The guy already has millions," Rachael cut in. "He got it last year as a rookie, for heaven's sake. He's a selfish jerk. His selfishness is making everyone, the fans, the owner, and probably the players, angry." "Yeah, and what about those other players who have been there, winning games for us for years?" Carter asked. "They get us in the play-offs year after year, and then here comes this guy who's been there one year, one year, Pete, and he's going to get millions or he won't play. Well, that really breaks my heart.

"Just be glad that Charlotte Forsythe knows nothing about American football or that you can make demands like that, or she'll hit up this company," Rachael remarked, breaking the tension at the table by making everyone laugh. On the other side of the planter, Doris Ann was not laughing. Charlotte had worked for years in the international arena as the top sales person for rival Merill International in the UK. A native Londoner, she followed a lifelong desire to immigrate to the USA. Doris Ann was part of the team that had lured Charlotte from U.S. rival Martin Conductor to take a sales position with King Conductors (whose owners, Wylie King and James Conway, long ago hoisted the humorous nickname, King-Con). Capturing Charlotte was considered a real coup in the world of conductors. Long considered the big three in the industry, the companies produced in-demand conductors for electronics. King-Con's own formulation was designed for use to counter continuous flexing in data processing, rotating servo platforms, and other applications.

To capture such a high profile salesperson, Doris Ann was the first to admit the company had

given in more than usual on wages and other job perks. Charlotte had skipped the regular salary in order to receive straight commissions on sales – an arrangement that had been made by her previous employer. The arrangement was unusual but, the team thought, a necessary step in luring Charlotte away from Martin. In addition, as a native of England with the habit of driving on the left-hand side of the road, Charlotte’s unfamiliarity with American driving conditions, particularly in congested metropolitan areas, resulted in the unusual arrangement of allowing her office assistant to also serve as her driver on various occasions, particularly when she was out of town. While working in the company headquarters, however, she took train to work and made use of trains or cabs. Still, there was a rumble of discontent among employees about Queen Charlotte and Royal treatment.

“Her sales are a huge percentage and she’s made a tremendous difference in the year since her arrival. She really is worth the trouble,” Doris Ann told company vice president Charles Owenby. “But she has come to me to suggest raising her commission – substantially – and I just don’t know. But I think you and I and Wylie and Jim need to discuss this.” “I agree,” Charles said. “I think they will bear within reason....” “But the problem here, I believe, will be the reaction of other employees,” said Doris Ann. “I hear a lot about Queen Charlotte and royal treatment, and comparisons to how those who put in the years here are not getting the same respect as the rookie, to borrow a football analogy. So the question is, do we give in or stand firm?”

“Knowing she can always move over to Martin,” Charles added. “There is a risk either way, so we have to explore our actions before we bring all the parties together to hash this thing out.”

(Source: Daft R; 2010; *The Leadership Experience*, pages 252 - 253)

Questions

- Discuss the benefits of motivation. (10 marks)
- Differentiate McClelland’s need theory from the Expectancy theory of motivation and explain Charlotte’s demands using these two theories. (20 marks)
- Explain what Doris can do to deal with employee morale in light of the extremely high pay demanded by a star salesperson. (8 marks)
- Discuss four possible reactions of frustrations that the other employees will show after failing to achieve their goal. (12 marks)



QUESTION 2

According to an American economist Milton Friedman: “there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud”. (Mullins. 1999, p. 144).

- a. With the aid of examples explain the concept of corporate social responsibility. **(5 marks)**
- b. Discuss the arguments made above by Milton Friedman. **(20 marks)**
- c. Explain the concept of business ethics and highlight at least eight issues that it addresses. **(10 marks)**
- d. Do you think companies or organisations need to have some business ethics? Justify your answer with reasons. **(10 marks)**
- e. Discuss any two contrasting ethical stand points. **(5 marks)**

END OF EXAMINATION