



Botswana Open
University

DEGREE
January - June

OB222 Management and Organisational Behaviour

Sessional examination

BOTSWANA OPEN UNIVERSITY

BACHELOR OF COMMERCE

(HUMAN RESOURCE MANAGEMENT & INDUSTRIAL RELATIONS)

Management and Organisational Behaviour

OB222

Sessional Examination

Marks: 100

Time: 3Hours

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



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SECTION A – MULTIPLE CHOICE QUESTIONS

[10 MARKS]

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

Choose the best alternative answer.

1. Organisational Behaviour (OB) primarily uses _____ models to understand motivation, learning, and decision making.
 - A. Marketing
 - B. Labor union
 - C. Strategic
 - D. Economic

2. _____ is a primary individual outcome according to the integrative model.
 - A. Organisational commitment
 - B. Job satisfaction
 - C. Personality
 - D. Team processes

3. _____ reflect(s) the degree to which employees feel that their company does business with fairness, honesty, and integrity.
 - A. Motivation
 - B. Trust, justice, and ethics
 - C. Job satisfaction
 - D. Job satisfaction



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4. As employees gain experience, they obtain job knowledge and use this knowledge to make accurate judgments on the job. Which individual mechanism is referred to in this statement?
- A. Motivation
 - B. Personality and ability
 - C. Learning and decision making
 - D. Trust, justice, and ethics
5. _____ is an example of a group mechanism.
- A. Organisational commitment
 - B. Motivation
 - C. Trust, justice, and ethics
 - D. Team characteristics and diversity
6. Which of these individual mechanisms captures the energetic forces that drive employees' work efforts?
- A. Personality
 - B. Job performance
 - C. Motivation
 - D. Ability
7. Which organisational mechanism illustrated by the integrative model dictates how the units within the firm link to other units?
- A. Organisational structure
 - B. Organisational culture
 - C. Organisational leadership
 - D. Organisation size



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8. Research on satisfaction, emotions, and team processes found in OB draws heavily from studies in _____.
- A. Anthropology †
 - B. Organisational goals
 - C. Industrial relations
 - D. Social psychology
9. The resource-based view suggests that a resource is more valuable when it is _____.
- A. Complex
 - B. Rare
 - C. Technologically advanced
 - D. Simple
10. OB research on job performance and individual characteristics draws primarily from studies in _____.
- A. Social relations
 - B. Industrial and organizational psychology
 - C. Marketing management
 - D. Economic relations



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SECTION B TRUE OR 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. The theories and concepts found in OB are drawn from two disciplines: human resource management and strategic management.
2. Learning and decision making deals with how employees gain job knowledge and how they use that knowledge to make accurate judgments on the job.
3. Like individual characteristics, group mechanisms shape satisfaction, stress, motivation, trust, and learning.
4. The resource-based view suggests that a resource is more valuable when it can be imitated.
5. Given that good employees move from one organisation to another, they do not create a resource valuable enough for creating competitive advantage.
6. Theory is defined as a collection of assertions—both verbal and symbolic—that specify how and why variables are related, as well as the conditions in which they should (and should not) be related.
7. Evidence-based management is a perspective that argues that scientific findings should not form the foundation for management education.
8. Proponents of evidence-based management argue that human resources should be transformed into a sort of R&D department for managing people.
9. According to Mintzberg, a manager's interpersonal role includes functioning as a spokesman.
10. People classified as type B personalities are less prone to stress.



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SECTION C SHORT ANSWERS QUESTIONS

[30 MARKS]

Answer ALL questions from this section.

1. Explain the contributions made by the following disciplines to OB according to Robbins (2001):
 - (a) Anthropology *with feedback* **(2 marks)**
 - (b) Political science **(2 marks)**
2. Explain the following concepts in OB.
 - (a) Conflict **(2 marks)**
 - (b) Organisational culture **(2 marks)**
3. Distinguish personality and perception **(4 marks)**
4. Define workforce diversity. **(4 marks)**
5. Differentiate referent power from expert power? **(4 marks)**
6. How does heredity and environment influence personality? **(4 marks)**
7. Explain any three (3) ways in which an organisation can create a high performance organisational culture. **(6 marks)**

Kurt lewin



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SECTION D ESSAY TYPE QUESTIONS

[50 MARKS]

There are three questions in this Section. Question 1 is compulsory, answer any one question from question 2 and 3.

Question 1

(25 marks)

Assume that you are a manager of one of the fast growing retail organisations in Gaborone. Currently your organisation is experiencing low productivity due to poor performance by employees. As the manager of the organisation outline any five strategies that you will use to enhance the performance of the employees for a higher productivity.

Question 2

(25 marks)

Analyse Maslow's hierarchy of needs; and show how it is applicable to modern organisations

*Pycho & Psychological
security
social
Esteem
Self-Actualisation*

Question 3

(25 marks)

"Conflicts at workplaces need to be handled with care." With reference to this statement, explain K. Thomas' five ways of handling conflicts in organisations.

END OF EXAMINATION