Botswana College Of Distance And Open Learning

In collaboration with

Zimbabwe Open University

Organisational Behaviour

(D - OB 01)

Mock Examination, 2007

Time: 3 Hours **Marks: 100**

Instructions to candidates

1. Write your name, centre and candidate numbers on the answer booklet(s) you use.
2. This exam paper consists of **four (4)** Sections: **A, B, C** and **D**.
3. Answer the questions in each section according to the instructions given at the beginning of each question and sub-question.
4. Answers should be written in the booklet provided.
5. Start your answer to each question on a new page in the answer booklet.
6. When you have finished writing, tie together all the answer booklets you want to be marked.

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Section A – Short Answer Questions [25 Marks]

Answer **all** questions in this section.

Question 1

Briefly explain what job satisfaction is. (2)

Question 2

Discuss how the following are stressors at work:

(a) role conflict
(b) role ambiguity (6)

Question 3

Briefly explain the **three** steps involved in the prevention of stress at work. (3)

Question 4

Give **two** examples each of

(a) extrinsic motivation.
(b) intrinsic motivation. (4)

Question 5

Briefly explain any **three** characteristics of effective work groups. (6)

Question 6

Briefly explain organisational climate as applied to organisations. (4)

Section B- Paragraph Answer Questions [30 Marks]

Answer **any two** questions in this section

Question 7

As a Human Resources Manager, why should you know about the relevance of attitudes in work organisations? Explain how the following methods can be used to change employee attitudes:

(a) changing beliefs –
(b) appealing to fear –
(c) dissonance arousal –
(d) the functional approach –

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Question 8 (15)

Define what learning is and explain its relevance to work organisations. Explain the following theories of learning:

(a) classical conditioning.
(b) operant conditioning.
(c) observational learning.
(d) social learning.

Question 8 (15)

Define what perception is and indicate its importance in understanding organisational behaviour. Explain how the following factors affect the process of perception:

(a) Psychological factors.
(b) Individual needs.
(c) Repetition.
(d) Movement.

Section C – Essay Questions [20 Marks]

Answer **any one** question in this section.

Question 10 (20)

Examine how human behaviour at individual, group and organisational levels influence work in organisations. Which of these elements do you think is the most important in understanding organisational behaviour and why?

Question 11 (20)

Define employee commitment and examine its relevance to work organisations. Explain 5 steps to be taken to achieve employee commitment.

Question 12 (20)

Define the concept of participative management and discuss the participative management elements of influence, interaction and information-sharing.

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Section D - Case Study

[25 Marks]

Answer the question below.

Question 13

(25)

You work for E Z Construction (Pty) Ltd as a Human Resources Advisor. The company intends to organise an event that is meant to benefit members of the community. The Managing Director has requested you to identify an event that would be beneficial to the community and then prepare a proposal for submission to the Board of Directors for approval. Prepare a comprehensive proposal, highlighting the following:

- the name of the activity
- the nature and duration of the activity
- the aims of the activity in relation to your organisation's vision and mission
- the main events of the activity
- follow-up action.

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Botswana College of Distance And Open Learning

In Collaboration With

Zimbabwe Open University

Organisational Behaviour

Mock Examination 2008

Time: 3 hours **Marks: 100**

Instructions to Candidates

1. Write your name, centre and candidate numbers on the answer booklet.
2. This paper consists of 6 (six) questions in three (3) Sections, A, B and C.
3. Answer the questions in each section according to the instructions given at the beginning of each section.
4. Answers should be written in the answer booklet provided.
5. Start your answer to each question on a fresh page.

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Section A

Short answer questions [40 Marks]

Answer **all** the questions.

Question 1
Distinguish between job rotation and job enrichment. [4 marks]

Question 2
What is psychology? State **two** ways in which a knowledge of psychology is significant to the study of the organisational behaviour? [4 marks]

Question 3
Briefly describe SF Skinner's operant conditioning according to his theory. [4 marks]

Question 4
Briefly discuss how the following variables affect individual's job satisfaction:

(i) Social factors [2 marks]
(ii) Organisational factors [2 marks]

Question 5
Briefly describe any **two** strategies put forward by Drucker (1999) that organisations should use to manage opportunities and risks. [4 marks]

Question 6
Explain any **two** reasons why individuals resist change. [4 marks]

Question 7
Briefly explain how each of the following affects an individual in the work environment:

(i) Role incongruence. [2marks]
(ii) Role conflict [2 marks]

Question 8
With an example of each, distinguish between hygiene factors and growth factors in Hertzberg's Two-factor theory. [4marks]

Question 9
Discuss any **two** disadvantages of goal-model approach. [4 marks]

Question 10
With an example in each case explain how each of the following internal factors influences the process of perception:

(i) Needs of an individual. [2 marks]
(ii) Previous experience. [2 marks]

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Section B

Essays Questions **[40 Marks]**

Answer **any two** (2) questions.

Question 11
Explain how any four of Maslow`s hierarchy of needs can be applied to a work situation. [20 marks]

Question 12
Differentiate between the concepts of staff morale and employee commitment.
Explain four ways in which management can enhance staff morale. [20 marks]

Question 13
How can the following intervention strategies be used to bring effective change in an organisation?

(i) Survey research and feedback [4 marks]
(ii) T-groups [4 marks]
(iii) Team- building [4 marks]
(iv) Grid training [8 marks]

Question 14
What is personality?
Discuss how heredity and environmental factors affect individual's personality. [20 marks]

Section C: Case Study **[20 Marks]**

Read the scenario below and answer the questions that follow

The main character of Chinua Achebe's novel No Longer at Ease is a young Nigerian intellectual named Obi Okonkwo who has just returned from a four-year sojourn in England where he earned a degree in classics. The novel is concerned largely with analysing Obi's attempts to reconcile a number of strongly conflicting demands and expectations arising from within himself and from a number of different groups within Nigerian society. The Igbo people of his village who had financed his studies in England had one set of hopes and expectations. These were designed to ensure that Obi repaid their investment in kind by enhancing the reputation of the village, observing local customs of marriage and social interaction, and attending generally to his people's interests. Then there were those people with whom Obi came into contact as part of his work in the public service who sought to harness his influence through 'donations', a practice which he knew to be commonplace, though usually discreet. These pressures conflicted with the values Obi had acquired during the course of his university education in England. There, he had become convinced that corruption was an evil which hindered the development of his country and should be eliminated, and that egalitarianism and individualism were virtues.

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After some initial success, Obi found it increasingly difficult to behave according to his ideals. His inability to reconcile the demands of his conscience with those of his fellow Nigerians caused him great torment. Eventually, as a result of financial mismanagement and the considerable amount of psychological strain he was under, Obi succumbed to the temptation of a 'bribe', was apprehended and brought to trial.

Ghanaian civil servants perceive strong role pressures emanating from members of their role sets, who are outside of the organisation: relatives, friends, fellow tribesmen, and so on. They feel that when faced with particularistic role pressures from relatives, civil servants will give in to them and comply with their demands.

Their clients perceive the likely behaviour of civil servants faced with particularistic role pressures in the same way. The giving and taking of material rewards, or cash, is a commonly-used method of establishing particularistic ties with officials, and in the eyes of clients is necessary to ensure that things get done in government offices.

These two brief examples contain elements of what is referred to as role conflict' and stress Obi's case, though fictional, is nevertheless still representative of the experiences of many people in Africa. This has described aptly as 'men in the middle'; people caught between two worlds, which is an attempt to provide a framework for analysing and understanding their behaviour.

Our short description of Obi Okonkwo's predicament at the beginning and the case of Ghanaian civil servants shows how members of African working class are subjected to a variety of role expectations which causes them considerable psychological discomfort. In case of Obi Okonkwo', he reacted to the role conflict by becoming extremely anxious and irritable. He went off his food, and generally behaved less rationally than usual. These reactions are symptoms of psychological stress. The purpose of learning organisational behaviour is to gain knowledge of the factors, known as stressors, which contribute to the development of stress in the individual. We also need to outline the different types of stress reactions, and also consider variables which have been found to mediate the relationship between stressors and stress reactions, as well as some methods of coping with stress.

Through study of organisational behaviour, it is now widely accepted that development of stress reactions or symptoms is a function of factors peculiar to the individual (internal needs and values, and personality) and factors operating in the external environment. The nature of the interaction between these variables, will determine the prevalence, causes and consequences of stress reactions.

Source: *Organisational theory and behaviour: an African perspective,* by Blunt, 1985.

(a) What undue expectations did the Igbo group have of Obi Okonkwo? [3 marks]

(b) Which two virtues did Obi Okonkwo learn during his university education? [2 marks]

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(c) What is role conflict? [2 marks]

(d) How did the society's pressure conflict with Obi Okonkwo's values? [2 marks]

(e) What is stress? [2 marks]

(f) Explain any two causes of stress? [4 marks]

(g) State any two symptoms of stress that Obi Okonkwo experienced. [2 marks]

(h) Give three ways which managers can use to reduce stress among their staff. [3 marks]

End of Examination

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Organisational Behaviour

Sessional Examination, 2008

Instructions to Learners:

1. This paper consists of Sections, **A, B and C**.
2. Answer the questions in each section according to the instructions given at the beginning of each section.

Section A: Short Answer Questions [40 Marks]

Answer **all** questions in this section.

Question 1
Briefly explain the significance of the following in the study of organisational behaviour:

(a) Psychology
(b) Sociology

(4 marks

Question 2
How does each of the following lead to role conflict?

(a) Role ambiguity
(b) Role incompatibility
(4marks)

Question 3
Make **two** points to dispute the claim that individual personality is completely hereditary and pre-determined at birth.

(4marks)

Question 4
Identify any **two** signs and any **two** consequences of low job satisfaction.

(4 marks)

Question 5
Explain organisational climate in terms of:

(a) Definition
(b) Characteristics of healthy organisational climate. (4 marks)

Question 6
If you were asked to come up with stress prevention process at work place, briefly explain any **two** steps you would include in the process. (4marks)

Question 7
Explain the relationship between reinforcement theory and motivation theory. (4marks)

Question 8
What **two** lessons can be learned Adam's equity theory concerning the relationship between money and motivation. (4marks)

Question 9
Identify **two** types of work groups and **two** characteristics of a group at storming stage of group development. (4marks)

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Question 10
With reference to social contract, explain the nature of obligations of the organisation to the society. (4marks)

Section B: Essay Questions [40 Marks]

Answer **any two** questions in this section.

Question 11
What is perception? Discuss any **three** factors that can make an individual to have perceptional bias and distortions about other people. (20 marks)

Question 12
Explain how job design methods of job rotation, job enrichment and job enlargement can bring about employee satisfaction. (20 marks)

Question 13
Choose any **three** types of needs in Maslow's hierarchy of needs theory and explain how each of them can be used to motivate an employee. Give examples to clarify your points. (20 marks)

Question 14
To some people, organisational change and organisational development sound as if they are the same, but in organisational behaviour they are different, although there are some areas of similarities. (20 marks

Required

(a) What is organisational change and why do individuals resist change?(8 marks)

(b) What is organisational development? (4 marks)

(c) Discuss any **two** organisational change and organisational development strategies. (8 marks)

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Section C: Case Study [20 Marks]

Read the scenario below and answer the questions that follow.

Organisational behaviour (OB) has grown out of older management theories like economic man theory (Adam Smith), scientific management theory (Frederick Taylor), and administrative theory (Heneri Fayo). However, it was the social man theory of 1930s, as a result of work by theorist like Mary Parker Follet, Chester Bernard and Hawthorne studies by Elton Mayo and his associates, when people started being regarded as social animal and central to every organisation, which ushered in the behavioural era, or the people side organisations.

Mayo's conclusions were that behaviour and sentiments were closely related, group influences significantly affected individual behaviour, that group standards established individual output and that money was a less factor in determining output than were group standards sentiments and security. As a result, there were new emphasis on how the human factor is important in determining effectiveness of the organisation and attainment of organisational goals.

In the 1950s, manager's attention was caught by the ideas of people like Abraham Maslow, Douglas McGregor, David McClelland, Frederick Herzberg and other behavioural theorists, who during 1960s and 1970s provided managers with greater insights into employee behaviour.

B.F Skinners research made significant contribution to understanding of behaviour modification with regard to the design of organisational learning and reward systems. Essentially, Skinner demonstrated that behaviour is a function of its consequences. He found that people will most likely engage in desired behaviour if they are rewarded for doing so; these rewards are most effective if they immediately follow the desired response; and behaviour that is not rewarded or is punished, is less likely to be to be repeated

OB also includes significant ideas from psychology and sociology, although other social sciences such as economics, anthropology, and political science have certainly contributed to OB's development. If one was required to select the single discipline that has most influenced the content of OB and its research methodologies, however, there is little disagreement over the answer: psychology. In second place, and closing slowly on the leader, is sociology.

Any study of the OB field would be generally acknowledged as incomplete without a discussion of the following ten topics: attitudes, job satisfaction, personality, perception, motivation, learning, job design, leadership, communication, and group dynamics. With the exception of the last two, the major work on each of these topics has been done by individuals whose primary training has been in psychology. The study of communication and groups has belonged to the social psychologist and the sociologist. The interest in the past twenty years in power and conflict in organisations has also generally been furthered by individuals with sociological training. The topics of power, conflict, and other interests of sociologists – including organisational culture and structure – have suffered in contrast to the previously mentioned psychologically based concepts by failing to achieve unanimous legitimacy among OB scholars.

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Using contributions from researchers in psychology, sociology, and other social sciences, we have made substantial progress in our search to explain and predict the behaviour of people at work. We have, for example, identified a number of factors that contribute to employees voluntarily quitting their jobs. More important, we have also developed models that show how these factors interact. Does this imply that we now have a science of OB that can consistently and perfectly predict behaviour? No! We have made substantial progress, but our knowledge is far from complete. There are many questions that remain unanswered. There is also considerable research that is inconsistent and, in some cases, even contradictory. Unfortunately, understanding human behaviour is not as simple as understanding, say, a disease like polio. The latter led to a vaccine that effectively eliminated it in North America. Further research on polio is not necessary. Human behaviour, in contrast, will never be fully understood. Research will continue, leading us to replace old theories with new ones. We have come a long way in our understanding of human behaviour, but we still have considerable distance to cover.

Source: Organisational Behaviour, Robbins, S. P., 1999.

Questions

(a) Which **two** topics lack unanimous legitimacy among OB scholars? (2 marks)

(b) Name the OB theories put forward by each of the following
   (i) David McClelland
   (ii) Frederick Herzerberg
   (iii) Abraham Maslow
   (iv) B.F. Skinner

(4 marks)

(c) Briefly explain contributions made by each of the following to the understanding of human behavior.
   (a) B.F Skinner
   (b) Elton Mayo

(4 marks)

(d) Which is the second most important discipline to influence OB research methodologies?

(1 mark)

(e) What **two** topics in OB field can be most effective in preventing employees from quitting their jobs voluntarily?

(2 marks)

(f) From your knowledge of OB briefly explain why it is still not easy to

   (i) fully understand human behaviour. (4 marks)
   (ii) predict human behaviour. (3 marks)

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Organisational Behaviour

Sessional Examination, 2009

100 Marks

Instructions to Learners:

1. This paper consists of Sections **A**, **B** and **C**. and D
2. Answer **all** the questions in each section.
3. Write your answers in the answer booklet provided beginning each question on a new page.

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Section A – Multiple Choice Questions [20 Marks]

1. Organisational behaviour involves the following except
   A. understanding human behaviour
   B. predicting human behaviour
   C. controlling human behaviour
   D. containing human behaviour

2. Which of the following is not a characteristic of behavioural aspect affecting the organisational iceberg?
   A. Attitudes
   B. Conflict
   C. Technology
   D. Political behaviour

3. A middle manager is assigned the duties of Human Resources Executive, Public Relations Executive and Corporate Services Advisor. Which type of role conflict is involved?
   A. Role overload
   B. Role under load
   C. Role incompatibility
   D. Role ambiguity

4. Which of the following means of behaviour modifications is defined as below:
   A particular behaviour may also be followed by an unpleasant or unfavourable outcome. If such an outcome is associated with that behaviour, then the individual will be less likely to repeat that behaviour.
   A. Imitation
   B. Punishment
   C. Positive reinforcement
   D. Extinction

5. The process of perception selection is based on both internal influences relating to the state of the individual and the environmental influences external to the individual. Which of the following is not an internal factor?
   A. Movement
   B. Sensory limits or threshold
   C. Psychological factors
   D. Set or expectancy

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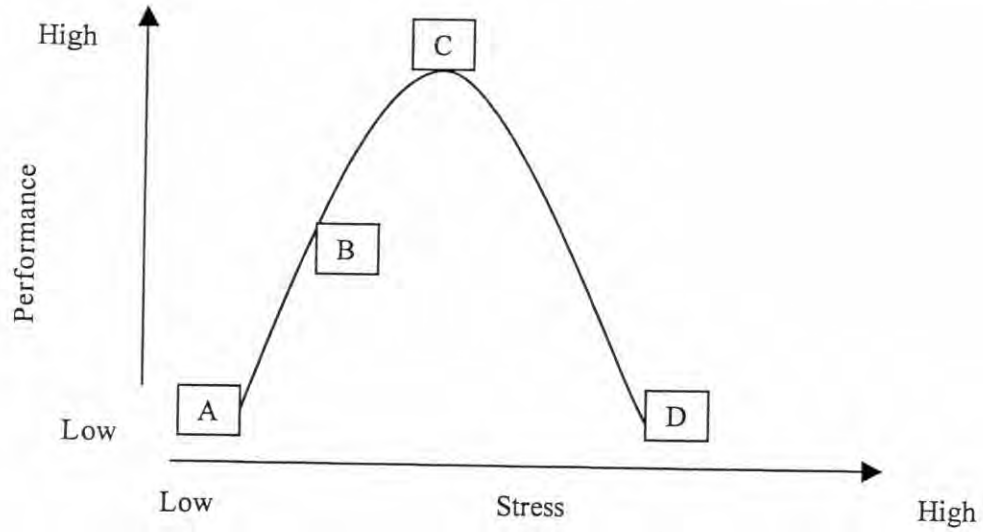
6. Which approach to job design would you apply if you wish to deal with an employee who is in need of greater challenges and responsibilities?
   A. Job rotation
   B. Job enrichment
   C. Job enlargement
   D. Job shifting

7. According to O'Reilly the three stages of commitment are:
   A. compliance, identification and internalisation
   B. involvement, loyalty and belief
   C. encouragement, loyalty and internalisation
   D. compliance, encouragement and internalisation

8. _____ is pleasurable stress that accompanies positive events and outcomes.
   A. Short temper
   B. Distress
   C. Negative stress
   D. Eustress

9. At which position of the inverted U- curve shown below do we have optimal performance of the individual?



10. Which of the following is not an intrinsic form of reward?

    A. Receiving personal appreciation

    B. Promotion

    C. Salary and fringe benefits

    D. Work conditions

11. The following are examples of Maslow's physical needs except

    A. food

    B. sleep

    C. achievement

    D. shelter

12. What does Herzberg's 2-factor theory consist of?
    A. Hygiene factors and motivators
    B. Wages and salaries
    C. Motivators and salaries
    D. Satisfaction and hygiene factors

13. _____ is the process of diagnosing task procedures and patterns of human interaction in a work group.
    A. Survey research and feedback
    B. Team building
    C. Grid training
    D. T- groups

14. Group development is associated with the following stages except
    A. forming
    B. grouping
    C. norming
    D. performing

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15. The **three** main stages of stress are
    A. stimulus, response and interactive.
    B. environmental, organisational and behavioural.
    C. physiological, psychological and behavioural.
    D. low morale, absenteeism and job dissatisfaction.

16. What does transactional analysis deal with?
    A. Interaction between subordinates and managers
    B. Interaction between people
    C. Interaction between managers
    D. Interaction between employees and customers

17. The following fulfill the security need except
    A. having a secure job.
    B. being protected against loss of income or economic disaster.
    C. avoiding tasks or decisions with a risk of failure and blame.
    D. participating in pleasant social activities.

18. _____ is not an example of incentive pay or bonus pay.
    A. Bonuses
    B. Merit pay
    C. Company car
    D. Profit sharing

19. Which of the following is not a hereditary factor affecting personality?
    A. Physical characteristics
    B. Temperament
    C. Muscle composition
    D. The culture in which we are raised

20. The following are examples of idiographic approaches to personality studies, except
    A. Carl Roger's theory.
    B. Eysenck's theory.
    C. H Mead's theory.
    D. C Cooley's theory.

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Section B – Short Questions [30 marks]

1. (a) Define what a 'role' is in an organisation. [2 marks]
   (b) What causes role conflict? [1 marks]
   (c) List **five** ways which management may use to avoid or reduce conflict. [5 marks]

2. State **three** characteristics that an individual can bring to an organisation and influence his/her behaviour at work. [3 marks]

3. What is the difference between task groups and command groups? [2 marks]

4. What are quality circles? [2 marks]

5. Give any **four** examples of fringe benefits. [4 marks]

6. Martin and Nicholls' model of commitment is based on three major pillars. State and explain the pillars and how they bring about commitment. [6 marks]

7. The Hackman and Oldham Model of job enrichment views job design or enrichment in terms of increasing five core job dimensions or characteristics. State these **five** characteristics. [5 marks]

Section C – Paragraph Questions [30 Marks]

1. Describe the **three** phases of behaviour modification. [6 marks]

2. With the aid of a diagram outline the basic motivational model. [6 marks]

3. Briefly describe why you think it is important for an organisation to outline its goals? [6 marks]

4. Explain why incentives may be viewed as a possible disadvantage as a means of incentive. [6 marks]

5. State and briefly explain the **three** processes of learning. [6 marks]

Section D – Essay Questions [20 Marks]

Describe the classical and operant conditioning learning theories. Include in your answer a description of the experiments used to prove each of these theories.

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BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

DIPLOMA IN HUMAN RESOURCES MANAGEMENT AND BUSINESS MANAGEMENT

SUBJECT NAME: ORGANISATIONAL BEHAVIOUR

SUBJECT CODE: D-OB 01

SESSIONAL EXAMINATION DECEMBER, 2010

Marks: 100

Time: 3 Hours

Instructions to candidates:

- This examination contains **SIX Questions** in all.
- Answer **Four Questions** only.
- Start a question on a new page.
- Write legibly in grammatical English.

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QUESTION 1

Management is the process of getting activities completed efficiently and effectively with and through other people. With this statement in mind, discuss and demonstrate your understanding of four management functions as espoused by the general theories of administration. **(25marks)**

QUESTION 2

a) "One way to recognise why people behave as they do at work is to view an organisation as an iceberg." Discuss this statement. **(10 marks)**

b) Organizations do not exist in a vacuum: Rather they are located in a context or environment. Briefly discuss, citing examples, four environmental factors that may affect an organisation. **(15marks)**

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QUESTION 3

a) What do you understand by the term 'job enrichment'? **(5 marks)**

b) With close reference to the JCM model by Hackman and Oldham, how would you apply this model to enrich jobs in an organisation? **(20 marks)**

QUESTION 4

a) With reference to the work of Belbin, discuss the roles and skills essential for effective team performance. **(15marks)**

b) Explain the process involved in the development of an effective team or work group. **(10 marks)**

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QUESTION 5

a) What do you understand by the term 'organisational behaviour'? **(5marks)**

b) Discuss four main principles among the social sciences that are concerned with the understanding of organisational behaviour. **(20marks)**

QUESTION 6

a) What do you understand by the term 'corporate social responsibility'? Support with examples. **(9 Marks)**

b) Friedman and Druiker have parallel views with regard to corporate social responsibility. Briefly discuss. **(16 marks)**

END OF THE PAPER

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DIPLOMA IN HUMAN RESOURCES MANAGEMENT

DIPLOMA IN BUSINESS MANAGEMENT

SUBJECT NAME: ORGANISATION BEHAVIOUR

SUBJECT CODE: D-OB 1O1

SESSIONAL EXAMINATION

NOVEMBER, 2011

MARKS = 100

Duration: 3 Hours

Instruction to candidates:

1. This examination contains three sections A, B, C and D.
2. Answer all questions in section A, B and C. and any **two** questions in section D.
3. Start a question on a new page.
4. Write legibly in grammatical English.
5. Use Examples where possible to support your explanation.

SECTION A: 10 Marks

This section contains ~~twenty~~ Ten True / False questions. Answer all the questions by indicating True or False on the following statements.

1. Management is the creation and maintenance of internal environment in an enterprise where individuals, working in groups, can perform effectively and efficiently.
2. Organisations either manufacturing or service are a necessary part of our society and provide various corporate social responsibilities to the community.
3. Behaviourial science may be used as a collective term for all the social sciences concerned with the study of people's behaviour.
4. Social psychology, examines interpersonal behaviour and attempts to explain how and why individual behave as they do in groups.
5. Managers do not need to know themselves and understand their own individuality, strength, weaknesses and the impact of their personality to various stakeholders.
6. Personality is a dynamic concept that describes the growth and development of a person's psychological system.
7. Managers should not take pro-active approach as partners in positive attitudes in individual employees.
8. Attitudes affect behaviour at Work since they are about values and beliefs.
9. Job satisfaction is related to motivation although it is not the only determinant factor to motivation.
10. Low morale, health, and job complaints and employee turnover often provide the first sign of stress.

SECTION B: 10 Marks

This section contains ~~twenty~~ ten multiple choice questions. Choose the correct answer from the alternative given.

11. Psychology is a behavioural science and, has contribution in _____.
    A. Learning/Training
    B. Perception
    C. Personality
    D. All of the above
12. Hereditary factors are determined at conception and exclude _____.
    A. Biological, physiological and inherent psychological make
    B. Sex /Muscle Composition
    C .Environmental factors
    D.Temperament
13. Which of the following is not a function of attitude?
    A. Knowledge
    B. Ego defense
    C. Management system and procedures
    D. Expressive
14. The following techniques are the commonly used to change attitudes excluding_____.
    A. Changing beliefs
    B. Competency based pay
    C. Appealing to fear
    D. Statistical data
15. Extract the factor which is not necessary in attempting to understand and shape individual employee personality
    A. Hereditary
    B. Hobbies
    C .Environment
    D. Situational factors

16. Which of the following features cannot create particular difficulties and give rise to perceptual problem, bias and distortions with other people?
    A. Stereotyping
    B. Objective
    C. Perceptual defence
    D. The hallo effect
17. Which element is most necessary for a conducive organisation climate to its members?
    A. Level of morale
    B. Sense of involvement
    C. Strength and commitment
    D. All of the above
18. The concept of employee participation in decision making process primarily consists of the three interrelated elements namely_____.
    A. Participation. Self esteem, interaction
    B. Adjustment, influence discipline
    C. Interaction, influence, information sharing
    D. Decision, management, accommodative
19. Which of the following steps is not part of stress prevention at workplace?
    A. Design and implement intervention
    B. Problem analysis
    C .Total breakdown in mental and physical heath
    D. Evaluate the intervention
20. Motivation of personnel need challenging job that offers opportunities for _____.
    A. Responsibility
    B. Advancement
    C. Recognition
    D. All above

SECTION C: 30 Marks

There are three short answer questions in this section. Attempt all the questions.

QUESTION 1

Define motivation and explain its significance at work place. **(15 Marks)**

QUESTION 2

Explain reasons why an understanding of personality is so important in an interview situation. **(9 Marks)**

QUESTION 3

Which four steps can you take to change negative into positive attitude at workplace? **(6 marks)**

SECTION C: (50 Marks).

This section consists of three essay questions. Answer any two questions from this part.

QUESTION 1

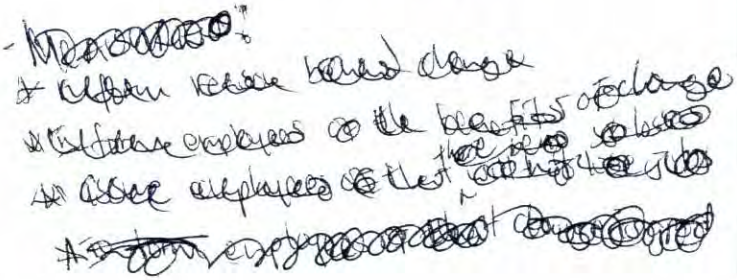
Analyse the factors that influence group and team behaviour in an organisation. **(25 Marks)**

QUESTION 2

Conflict is an integral part of an organisation's life and it occurs due to disagreements or incompatibilities between, and within individuals, groups and organisation. Based on the above statement, critically analyse the major causes and consequences of conflict in an organisation.
(25 Marks)

QUESTION 3

What do you understand by the term organisation change? With relevant examples, discuss why employees resist change and the measures you can take as supervisor to overcome the resistance to change in your department or organisation. **(25 marks)**



END OF THE PAPER

Botswana College Of Distance And Open Learning

In collaboration with

Zimbabwe Open University

Organisational Behaviour

(D - OB 01)

Sessional Examination, 2007

Time: 3 Hours **Marks: 100**

Instructions to candidates

1. Write your name, centre and candidate numbers on the answer booklet(s) you use.
2. This exam paper consists of **four (4)** Sections: **A, B, C** and **D.**
3. Answer the questions in each section according to the instructions given at the beginning of each question and sub-question.
4. Answers should be written in the booklet provided.
5. Start your answer to each question on a new page in the answer booklet.
6. When you have finished writing, tie together all the answer booklets you want to be marked.

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Section A – Short Answer Questions [25 Marks]

This section is compulsory. Please answer **all** questions in this section.

Question 1

List **5** factors that influence job satisfaction. [5]

Question 2

Briefly explain the **3** main stages of stress. [6]

Question 3

Explain what motivation is and justify why a Manager should have some knowledge of motivation. [4]

Question 4

Explain the difference between Intrinsic and Extrinsic motivation [4]

Question 5

List any qualities that a manager should possess. [1]

Question 6

List thefour main factors that can create difficulties and give rise to perceptual problems, bias and distortions. [4]

Question 7

Mention any **one** type of role conflict. [1]

Section B– Paragraph Answer Questions [30 Marks]

Answer **any two** questions in this section.

Question 8 [15 marks

Define what attitudes are and briefly explain their relevance to work organisations. Explain the **four** main functions of attitudes.

Trender - knowledge
- Expression
- Ego defence
-

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Question 9

[15 Marks]

Learning is a means of behaviour modification. Explain the following forms of behaviour modification:

(i) positive reinforcement.

(ii) punishment.

(iii) extinction.

(iv) discrimination learning.

(v) imitation.

Question 10

[15 Marks]

What is job enrichment and how different is it from job enlargement? Briefly outline any **five** ways by which jobs can be enriched.

Section C– Essay Questions

[20 Marks]

Answer **any one** of the questions in this section.

Question 11

[20 marks]

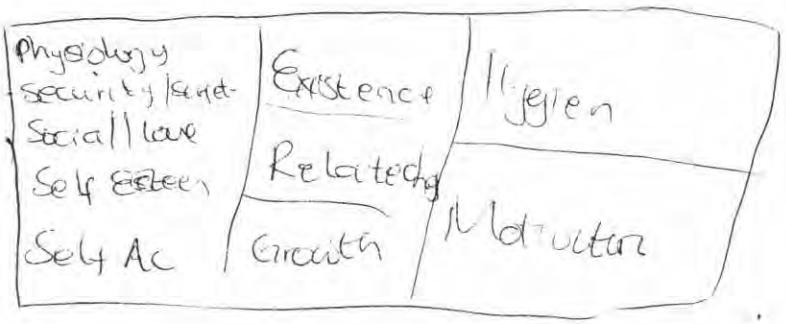
The content theories of motivation seek to explain what motivates the individual at work. These theories were pioneered by individuals in the field of psychology, namely Maslow, Aldefer, Herzberg and McClelland. Briefly examine each of these theories and relate them to work situations.

Question 12

[20 marks]

(a) Define and justify corporate social responsibility.

(b) Discuss corporate social responsibility towards individuals, groups, government and the general public.



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Section D– Case Studies [25 Marks]

Answer the following question.

Question 13 [25 marks]

You have been appointed as the HR Manager of a company with 45 employees. The General Manager of the company plans to bring about some changes within the company and he or she wants you to outline the issues involved in introducing change.

(a) Explain how you would use the Force Field Analysis to bring about planned change. [3]

(b) Outline **four** reasons for individual resistance to change and another **four** for organisational resistance to change. [16]

(c) Explain unfreezing, movement and re-freezing as phases in the change process. [6]

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BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCES MANAGEMENT

DIPLOMA IN BUSINESS MANAGEMENT

Course Name: ORGANISATIONAL BEHAVIOUR

Course Code: OB 101

SESSIONAL EXAMINATION

Marks: 100

Duration: 3 hours

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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 according to instructions given in each section.
4. Write answers in the booklet provided.
5. Write in grammatical English.

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SECTION A: (10 MARKS)

Answer all the questions by indicating True or False on the following statements.

1. The study of organisational behaviour attempts to describe the complex human context of organisations and to find the opportunities, problems, challenges and issues associated with the realm.
2. One of the Scientific Management approaches focuses on structuring organisations effectively.
3. Managers need to have knowledge of individual and group interactions in order to provide an environment that tries to balance individual and intended organisational goals.
4. Role structure of an organisation links the work of an individual into coherent patterns and relationships.
5. Role conflict helps one to determine their own expectations.
6. Too much stress can be healthy in maintaining a good level of performance.
7. It is difficult to predict behaviour because people do not always behave in ways that are true to their beliefs.
8. Managers consistently influence and affect the perceptions and attitudes of their subordinates.
9. Personality refers to a person's character.
10. Attitudes in an organisation have an impact on its culture.

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SECTION B: (20 MARKS)

This section contains twenty multiple choice questions. Choose the best answer from the alternatives given.

1. Which of the following is not one of the common techniques used in changing attitude?
   A. Changing beliefs
   B. Appraisal
   C. Appealing to fear
   D. Dissonance arousal

2. Physiological symptoms cited as effects of stress include _____.
   A. Headaches, Muscular tension, fatigue
   B. Hyperactivity, energetic, restless, lively
   C.Excitment, Stimulation, emotive,
   D. Dejection, hopelessness, depression

3. A process that occurs when two responses are connected together and repeatedly exercised is referred to as _____.
   A. Incidental learning
   B. Exercise and association
   C. Formal learning
   D. Spontaneous ;learning

4. Formal and informal learning are aimed at _____.
   A. Learning theories
   B. Behavioural modification and change
   C. Accepting attitudes
   D. Predicting behaviour

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5. Extract the factor which is not necessary in attempting to understand and shape individual employee's personality.

A. Hereditary
B. Hobbies
C. Environment
D. Situational factor

6. A stereotype is an individual's set of _____.

A. Beliefs about characteristics of a group
B. Beliefs about another individual
C. Inaccurate assumptions about a group
D. Positive expectations about a group

7. A _____ represents a person's mental picture, or summary of a particular event, or type of stimulus.

A. Fundamental attribution bias
B. Causal attribution
C. Schema
D. Person's memory

8. A mid-sized organisation is highly decentralised, highly complex and has a low level of specialisation and few formal procedures for decision making. Which term describes the structure of such an organisation?

A. Bureaucratic
B. Simple
C. Mechanistic
D. Organic

9. Which behaviour is most likely to be exhibited by an individual from culture with high power distances?

A. A high level of creativity
B. Considerable attention to status
C. Emphasis on bottom up communication
D. Informality in superior –subordinate relationship

10. Which situation describes the norming stage of a group development?

A. Group relationships are becoming closer and stronger
B. Group energy is engaged in performing the task at hand
C. group relationships are governed by conflict within the group
D. Group members test each other to determine acceptable types of behaviour

11. Hallo effect occurs when _____.

A. People rank higher or lower on the same characteristics
B. One draws a general impression about an individual based on a single characteristics of that individual
C. Best producer in a group of low producers receives a high performance evaluation
D. One selects information that supports their own viewpoints

12. The accuracy of interpersonal perception and the judgement made about other people are influenced by _____.

A. The amount of information available to the perceiver and the order in which information is received
B. Age
C. Sex
D. Education

13. Using questionnaire surveys to help determine the attitudes of members to the functioning of the organisation is referred to as _____.

A. Survey research and feedback

B. Team building

C. T-groups

D. Grid Training

14. The following are factors hereditary of one's personality except _____.

A. Physical characteristics

B. Temperament

C. The norms of one's family

D. Sex

15. In dimensions of job satisfaction the focusing on the individual assumes that _____.

A. People enjoy working; want to perform well and that they are either extrinsically or intrinsically motivated by such reward

B. People are lazy and dislike work

C. people cannot be happy, productive and committed to a job

D. People require constant direction in everything they do

16. The following factors influence job satisfaction except _____.

A. The ratio of males to females in an organisation

B. . Alienation at work

C. The nature of technology

D. Stress at work

17. Which of the following factors are associated with high job satisfaction?
    A. Physical strain
    B. Variety of meaningful tasks
    C. Absteeism
    D. Insecurity

18. The role of quality circles in job satisfaction is to _____.
    A. Reduce stress at the work place
    B. Consider the development and utilisation of available skills individuals have
    C. Centre on people's needs
    D. Identify, analyse and solve problems relating to quality, productivity using problem solving techniques.

19. Motivation of personnel needs challenging job that offers opportunities for _____.
    A. Responsibility
    B. Advancement
    C. Recognition
    D. All of the above

20. An individual's psychological bond to the organization including a sense of job involvement, loyalty and a belief in the values of the organization is referred to as _____.
    A. Employee satisfaction
    B. Employee commitment
    C. Compliance
    D. A sense of belonging

SECTION C: (20 MARKS)

Answer all questions in this section.

QUESTION 1

a) List all features of an organisational climate. **(4 Marks)**

b) Briefly explain the three stages of commitment. **(6 marks)**

QUESTION 2

a) Explain the term "alienation at work." **(2 marks)**

b) Briefly discuss the four dimensions of alienation at work. **(8 marks)**

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SECTION C: (50 MARKS)

Answer any two questions

QUESTION 1

Evaluate the relevance of Maslow's theory of needs to work situations. **(25 marks)**

QUESTION 2

For most people money has a symbolic as well as an economic and material meaning. Critically discuss the factors that influence one's perception of money. **(25 marks)**

QUESTION 3

Critically analyse the stages of group development and relationships. **(25 marks)**

END OF THE PAPER!