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**BOTSWANA COLLEGE OF DISTANCE AND OPEN  
LEARNING**

**BACHELOR OF BUSINESS ADMINISTRATION  
BACHELOR OF BUSINESS ENTREPRENEURSHIP**

**ORGANISATIONAL BEHAVIOUR**

**OB 211 / 221**

**SESSIONAL EXAMINATION**

**Marks – 100**

**TIME: 3 HOURS**

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**Instructions to candidates:**

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

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**SECTION A: Multiple choice questions [10 Marks]**

**Choose one alternative that best matches the statement below.**

1. Which of the following aspects is mainly covered in organisational behaviour?
  - A. Machinery
  - B. Finance
  - C. People
  - D. Materials
  
2. According to Herzberg, \_\_\_\_\_ is a maintenance factor.
  - A. Salary
  - B. Work itself
  - C. Responsibility
  - D. Recognition
  
3. How has globalisation affected organisational structures?
  - A. It has brought diversified workers
  - B. It has brought about homogeneity to organisations
  - C. It has brought about shoddy goods and services
  - D. It has led the organisations to result to laizeess- faire
  
4. Which OB model has the following characteristics: teamwork, self discipline and self actualization?
  - A. Autocratic
  - B. Custodial
  - C. Collegial
  - D. Supportive



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5. Who is regarded as the father of scientific management?
- A. Marx Weber
  - B. Frederick Taylor
  - C. Elton Mayo
  - D. Kurt Lewin
6. Which of the following is the correct sequence of OB development?
- A. Industrial revolution – Human relations movement –Scientific management – Hawthorne studies
  - B. Industrial revolution –Hawthorne studies- Human relations movement – scientific management
  - C. Industrial revolution – Scientific management – Human relations movement- Hawthorne studies
  - D. Industrial revolution- Scientific management –Hawthorne- Human relations movement
7. \_\_\_\_\_ is not a research method used in OB.
- A. Case studies
  - B. Survey
  - C. Experiment
  - D. Quantitative
8. \_\_\_\_\_ is not a personal biographical factor that affects individual behaviour in an organisation.
- A. Social norms
  - B. Education
  - C. Abilities
  - D. Age
9. What is personality?



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- A. It is the sum total of an individual's psycho-physical systems that determine his/her behaviour
- B. It is the differences found in different individuals
- C. An ability to understand employees behaviour at the work place
- D. Theories that elaborate psycho-physical systems
10. Which of the following factors influences personality in an individual?
- A. Mechanism
- B. Credibility
- C. Hereditary
- D. History

**SECTION B: True/False. [10 Marks]**

**State whether each of the following statements is True or False.**

1. Quality of working life (QWL) only caters for the top management in an organisation.
2. Internal and external reasons contribute to business change.
3. In Matrix organisational structure a subordinate reports to two supervisors simultaneously.
4. Mechanistic structures do not have tight control or extensive work specialisation.
5. Organisational goals can act as a source of motivation to the employees.
6. Environment, people and structure all affect the organisational behaviour.
7. Fiedler's contingency theory was developed by Elton Mayo.
8. Herzberg argues that satisfaction and dissatisfaction are not opposites but the result of completely different conditions which he calls motivators and hygiene factors.
9. In laissez –faire leadership style, followers are left on their own upon receiving instructions.
10. Classical conditioning is modifying behaviour so that a conditioned stimulus is paired with an unconditioned stimulus.

**SECTION C: Short answer questions.**

**[30 Marks]**

**Answer all the questions in this section.**

**QUESTION 1**

Using examples, explain the implications of the globalisation on the 21st century manager.

**(6 marks)**

**QUESTION 2**

Briefly state how Traditional, Behavioural and interactionist views perceive conflict?

**(6marks)**

**QUESTION 3**

- a) Briefly explain four dimensions of organisational culture. **(4 marks)**
- b) Briefly describe Lewin's model of change. **(4 marks)**
- c) Explain how organisations can reduce stress in the workplace. **(4 marks)**

**QUESTION 4**

Identify any three disciplines and briefly describe their contributions to the development of OB as a field of study. **(6 marks)**

**SECTION D: Essay-type questions. [50 marks]**

**Answer all questions in this section.**

**QUESTION 1**

With reference to a small or medium sized organisation of your choice, critically evaluate any two (2) of the following leadership styles.

- a) Democratic leadership style **(10 marks)**
- b) Autocratic leadership style **(10 marks)**
- c) Laissez-faire leadership style **(10 marks)**

**QUESTION 2**

Due to external environmental forces of change, Maximum Time (PTY) LTD responded by adopting re-engineering which inevitably led to downsizing. In the light of this statement, explain the meaning of re-engineering. Identify and discuss two (2) negative effects and two (2) positive effects of downsizing at Maximum time (PTY) LTD.

**(20 marks)**

**QUESTION 3**

Using examples, discuss the implications of the workforce diversity on the 21st century manager.

**(10 marks)**

***END OF THE PAPER***