

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**IN COLLABORATION WITH**

**ZIMBABWE OPEN UNIVERSITY**

**BACHELOR OF COMMERCE (Human Resources Management and  
Industrial Relations)**

**MANAGEMENT AND ORGANISATION BEHAVIOUR**

**OB 222**

**SESSIONAL EXAMINATION**

**Marks – 100**

**Time allowed: 3 Hours**

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**Instructions to candidates:**

1. The examination consists of **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 in grammatical English

**SECTION A: Multiple-choice questions.**

**[10 MARKS]**

**Answer each of the following questions by choosing one alternative that best answer the question.**

1. \_\_\_\_\_ refers to concept of expectancy, demand and intention of human beings
  - A. Learning habits
  - B. Psychological
  - C. Cognitive
  - D. Social Learning
  
2. \_\_\_\_\_ is not a de-recruitment.
  - A. Reduced work week
  - B. Layoffs
  - C. Job sharing
  - D. Mergers
  
3. The fourteen principles of management, which greatly influences modern managerial behaviour, were postulated by \_\_\_\_\_.
  - A. Frederick Taylor
  - B. Max Weber
  - C. Elton Mayo
  - D. Henri Fayol
  
4. \_\_\_\_\_ refers to the customary ways in which an individual reacts and interacts with others.
  - A. Ability
  - B. Personality
  - C. Values
  - D. Attitudes
  
5. One of the ways to manage sexual harassment includes, \_\_\_\_\_.
  - A. Sponsoring ethnic meals days
  - B. Educating employees on the policy
  - C. Ethnic newspapers

- D. Woman's job network
6. \_\_\_\_\_ leadership style is characterized by subordinates to perform task on their own under limited communication.
- A. Democratic
  - B. Autocratic
  - C. Laissez-faire
  - D. Participatory
7. \_\_\_\_\_ is not an example of intrinsic reward.
- A. Personal growth
  - B. An impressive title
  - C. Interesting work
  - D. Job freedom
8. Which of the following describes organisational structure?
- A. How resources are allocated
  - B. The location of departments and office space
  - C. The policy statements developed by the firm
  - D. How activities are coordinated and controlled
9. When a manager is resolving organisational conflicts, he/she is performing which management function?
- A. Leading
  - B. Controlling
  - C. Planning
  - D. Organizing
10. In organisational behaviour, anthropology focuses on \_\_\_\_\_.
- A. Studying the behavior of individuals and groups within a political environment.
  - B. Studying people in relation to their fellow human beings
  - C. Studying of societies to learn about human beings and their activities
  - D. Seeking to measure and explain changes in the behaviour of human and other animals.

**SECTION B: True /False Questions. [10 MARKS]**

**State whether each of the following statement is true or false.**

1. Psychology is the study of societies to learn about human beings and their activities.
2. Managerial technical skills deal with knowledge and proficiency in specialised business areas.
3. Efficiency is the ability of the organisation to accomplish its goals, while effectiveness is the relationship between inputs and outputs.
4. Outcome orientation culture is the degree to which manager's focus on results rather than techniques.
5. Leadership and management are not complementary.
6. According to Mintzberg's management roles, acknowledging mail and doing external board work is an examples of a liaison role.
7. Vestibule training methods involve lateral transfer in which, employees get to work under a seasoned veteran.
8. Creativity is the ability to turn an idea in to a product, while innovation is the ability to make unusual associations between ideas.
9. One key component of TQM is to focus on customer needs.
10. Vroom's expectant motivational theory assumes that people will do what they believe they can do provided they are rewarded, while reinforcement motivational theory assumes that consequences of past behaviour affects future actions.

**SECTION C: Short Answer Questions.**

**[30 MARKS]**

**Question 1 [15 marks]**

**Read the scenario below and answer the questions that follow.**

**Downsizing: anathema to corporate loyalty**

Daniel was unprepared for the dilemma facing Defence Systems Incorporated (DSI), which manufactures electronic components and semiconductors used in weapons supplied to the army as well as personal and automotive computers.

James, the director of human resources joined DSI a year ago from one of company's major competitors. At the time, DSI was building its engineering department through aggressive hiring from major universities by selecting 1,000 engineers who were among the top of the cream. Unfortunately, industry analysts' projections were overly optimistic but semiconductor market failed to pick up, confronting DSI-and-James-with fairly unpleasant alternatives.

From one point of view, potential cost reduction measures at DSI fit the overall pattern to cut backs, restructuring and downsizing that many companies face. Some companies are motivated to downsize their workforce to please their shareholders, others to keep pace with foreign competitors or to shrink an unwieldy organisational structure. To James, and DSI, layoffs or terminations are poor alternatives to dealing with turbulent environment.

The major problem, as James sees it, is to preserve as many jobs as possible until business picks up. To terminate the new employees would irreparably harm DSI's future recruitment efforts; on the other hand, underutilising the talented young recruits for very long would lead to major disaffection. Although terminations would improve the balance sheet in the short run, James worried about the impact of such move on the corporate loyalty.

James is scheduled to meet with the executive committee of DSI in three days to discuss the overstaffing problem and generate alternatives. In preparation, he is reflecting on his experiences

with past employer. In generating some ideas number differences however, make comparisons difficult. DSI does not employ nearly the number of temporaries or student interns as did not do his past employer, nor does DSI rely on subcontractors to produce parts needed in its assembly operation. Another major difference is the degree of training provided by DSI, whereby training consists of about 10 hours per year and much of it is orientation training. At James' past employer each employee could expect a minimum of 40 hours of additional training per year.

James pondered on other alternatives, aimed at removing the slack from the system and to preserve as many jobs as possible. For example, would the young engineers be willing to assume some the duties in the interim currently being done by a few technicians who are paid for part-time hours until business picked? Could some older employees who have accumulated several weeks of vacation be encouraged to take unpaid leave of absence? Could early retirement incentives be offered to make room for the bright young engineers? Could a recruiting plan for internal transfers address this problem? As James thinks about these options, one thing is clear; he needs to organise these ideas concisely including consideration of some conflict resolution techniques, if he is to be prepared for his coming meeting with the executive committee of DSI.

### **Questions**

- a) Define downsizing and state two (2) external triggers of downsizing. **(4 marks)**
- b) Examine one (1) motive for some firms to trim their workforce. **(2marks)**
- c) Identify any four (4) alternatives to downsizing. **(4 marks)**
- d) Analyse three (3) major differences between DSI and James' former employer. **(3 marks)**
- e) Explain any one (1) possible conflict resolution techniques for managing conflicts arising the overstaffing alternation he pondered on. **(4 marks)**

**Question 2 [15 marks]**

Use the information to answer the questions that follow.

**The great debate about money and motivation**

There is an intense academic debate over the roots of human motivation. At one end is a group that might be labelled anti-behaviourists theorists, including Frederick Herzberg. They believe that monetary rewards, also known as motivational factors or extrinsic rewards will not bring employees happiness and may even work against the employer who will not bring employees happiness and may even work against the employer who uses them.

How might incentives such as a bonus become a negative motivator? Risk occurs when the task itself takes on secondary importance to the incentive, becoming almost a chore – something one has to get through in order to win the prize (e.g. a bonus). They have argued for years that monetary incentives, even when they work, work only over a short-term. Who would not get excited about a trip to Mauritius for winning a sales contest? “But over time the most successful salespeople will grow tired of trips and require motivators closer to their sense of themselves or lose their spark altogether” they claim.

Anti-behaviourists prefer non-monetary rewards, also known as extrinsic motivation or hygiene factors “Give each person a chance to do their best, find ways for them to work in teams, give them variety and sense of worthwhile work, and give them as much choice as possible in what they do and how they do it” they say.

This argument seems simple, but critics, notably, the behaviourists theorists, the group at the other extreme end, advocate for motivational factors. They argue that even when the new job designs are in place and seem to be working, they are still tied to other motivators that include money. They offer a number of rebuttals, but their most persuasive argument is that money is motivator as it can mean many things to many people. Certainly, the monetary motivation part is known as extrinsic reward. The issues are, how much money it takes to excite someone.

What is the answer? How successful is the pay increase in solving motivational problems? Much of the answer has to do with the mechanics and less with what money means as an extrinsic motivator. Perhaps it is useful to remember that different situations produce different motivational requirements. Thus, the best path for managers to take depends on a balance of both



types of rewards- extrinsic and intrinsic. Thus, in summary, answering the question often asked by managers- 'How do I motivate my employees?' – requires diagnoses of employees' efforts, abilities and expectations. For that reason, the relationship between money and motivation are an integral part of the management and organisational behaviour.

a) Using examples, explain the importance of the following in organisational behaviour:

i) Motivation **(3 marks)**

ii) Management **(4 marks)**

b) Based on your knowledge of Herzberg's two-factor motivational theory, analyse the main difference between anti-behaviourist and behaviourists. **(6 marks)**

**SECTION D: Essay Questions. [50 MARKS]**

**Answer any two (2) questions in this section**

**Question 1**

Using practical examples analyse five (5) challenges posed by globalisation for today's human resources manager. **(25 marks)**

**Question 2**

Critically examine how each of the following determines employee's motivation from organisational behaviour point of view: **(25 marks)**

- a) Personality
- b) Attitudes
- c) Participative management style
- d) Job rotation
- e) Job enrichment

**Question 3**

Discuss five (5) contributions of human resources management activities in an organisation's staffing process. Give practical examples. **(25 marks)**

***END OF THE PAPER***