

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

**BACHELOR OF COMMERCE- HUMAN RESOURCES MANAGEMEN AND
INDUSTRIAL RELATIONS**

MANAGEMENT AND ORGANISATION BEHAVIOUR

OB 222

SPECIAL EXAMINATION

Marks: 100

Duration – 3 hrs

Instructions to candidates:

1. This examination contains **Three** sections: A, B and C
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 legibly in grammatical English



SECTION A: Multiple-choice questions.

[20 Marks]

Answer all questions by choosing the best answer from the given alternatives.

1. A study of the culture and practises in different societies is called _____.
 - A. Sociology
 - B. Anthropology
 - C. Psychology
 - D. Political Science

2. _____ is known as “the father of scientific management.”
 - A. Fredrick W. Taylor
 - B. Henry Fayol
 - C. Max Weber
 - D. Elton Mayo

3. Identify the correct sequence of different steps in controlling.
 - I. Measurement of performance.
 - II. Comparison of actual and standard.
 - III. Analysis of causes of deviation.
 - IV. Actual performance.
 - V. Corrective action plan.
 - A. (III), (IV), (V), (I), (II)
 - B. (II), (III), (IV), (V), (I)
 - C. (I), (II), (IV), (III), (V)
 - D. (IV), (I), (II), (III), (V)



4. Which of the following is not correct for the organisational behaviour?
- A. Organisational behaviour is an integral part of management
 - B. Organisational behaviour is a disciplinary approach
 - C. Organisational behaviour helps in analysis of behaviour
 - D. "Organisational behaviour is goal-oriented
5. According to Kurt Lewin, increasing the driving forces, which direct behaviour away from the status quo, is a means of _____.
- A. Changing
 - B. Restraining forces
 - C. Refreezing
 - D. Unfreezing
6. Changes in productivity, absenteeism and job turnover are all examples of the _____ category(s) of employee stress symptoms.
- A. Physiological
 - B. Behavioural
 - C. Psychological
 - D. Physiological and/or psychological
7. The three categories of change are _____.
- A. Structure, technology and organisation development
 - B. Structure, technology and management
 - C. Structure, technology and people
 - D. Structure, technology and skills



8. _____ is /are the theories which give an idea about what employees want or need and what are the key factors the managers can utilize to motivate the employees.
- A. Maslow Theory
 - B. Herzberg Theory
 - C. Process Theories
 - D. Content Theories
9. Salary and basic working condition will come under _____ needs.
- A. Safety
 - B. Physiological
 - C. Social
 - D. Esteem
10. In theory Y managers assume all of the following except _____.
- A. Employees view work as natural
 - B. Employees are creative
 - C. Employees can be self-directed
 - D. Employees shun responsibility



11. According to “Expectancy Theory”, the probability of an individual acting in a particular way depends on
- I. The personality of the individual and the likelihood that it will change.
 - II. The company and its potential to move in the right direction.
 - III. The situation.
 - IV. The strength of that individual's belief that the act will have a particular outcome and on whether the individual values that outcome.
- A. Only (I) above
 - B. Only (IV) above
 - C. Both (II) and (IV) above
 - D. (I), (III) and (IV) above
12. Information that originates outside the organisation is known as external information. Which of the following is an example of external information in an organisation?
- A. Daily receipts and expenditures
 - B. Salesperson quotas
 - C. Descriptions of customer satisfaction with products and services
 - D. Cost and selling price of the company’s item
13. Which of the following is not a part of the human resource management function in most organisations?
- A. Sanctioning
 - B. Training
 - C. Human resource planning
 - D. Compensation



14. Which of the following is an on-the-job training technique?
- A. Organisational socialisation
 - B. Creation of “assistant-to” positions
 - C. Performance appraisal
 - D. Job enlargement
15. Which of the following skills is most important for first level managers and includes knowledge of and proficiency in activities involving methods, processes and procedures?
- A. Human
 - B. Conceptual
 - C. Technical
 - D. Administrative
16. An assessment that defines jobs and the behaviours necessary to perform them is a(n) _____.
- A. Job Analysis
 - B. Job Description
 - C. Employee Handbook
 - D. Job Specification
17. The process of taking an idea and turning it into a useful product, service or work method is _____.
- A. Innovation
 - B. Idea championing
 - C. Problem solving
 - D. Creativity



18. Which of the following views is not an approach to conflict?
- A. The traditional view
 - B. The scientific management view
 - C. The human relations view
 - D. The interactionist view
19. Some organisational policies are imposed by external forces, such as _____.
- A. Governmental regulatory agencies
 - B. Employee demands
 - C. Management decisions
 - D. Lack of funding
20. _____ is an approach to management that emphasises improving management through an understanding of the psychological makeup of people.
- A. Behavioural approach to management
 - B. Scientific management
 - C. Administrative management
 - D. The systems perspective



SECTION B: Short answer questions.

[30 Marks]

Answer all questions from this section.

Question 1

- a) Briefly summarise the activities that managers undertake in discharging the four functions of management. **(8 marks)**
- b) Identify any two main principles of Scientific Management. **(2 marks)**

Question 2

- a) State ways in which organisations can change their culture. **(5 marks)**
- b) Briefly explain why managers may find it difficult to change the culture of their organisations. **(5 marks)**

Question 3

- a) What do you understand by the term motivation? **(1 mark)**
- b) Describe the three classes of contemporary theories of motivation giving examples of each. **(9 marks)**



SECTION C: Essay-type questions. [50 Marks]

Answer any two questions in this section.

Question 1

With the aid of examples, how managers can implement the three main techniques of change.

(25 marks)

Question 2

One of the supervisors in a small, but growing retail shop was telling the manager that since the company is growing, they need to conduct a comprehensive workforce planning. However, the manager feels that this would be a waste of time and money. The supervisor has asked you to advise his employer about the importance of this exercise to his organisation. What would your advice entail?

(25 marks)

Question 3

a) Discuss the sources of organisational conflict.

(15 marks)

b) Suggest the likely outcomes of such conflict.

(10 marks)

END OF THE PAPER!