



BOCODOL

SESSIONAL EXAMINATION
OB 111

DIPLOMA
July - December

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN BUSINESS MANAGEMENT

DIPLOMA IN HUMAN RESOURCES MANAGEMENT

ORGANISATIONAL BEHAVIOUR

OB 111

SESSIONAL EXAMINATION

Marks: 100

Duration: 3 hours

Instructions to students:

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: True or False questions. [10 Marks]

Answer all questions by indicating True or False on the following statements. Each question carries one mark.

1. Organisational behaviour is the study of what people think, feel, and do in and around organisations.
2. Informal groups exist primarily to fulfil personal rather than organisational needs.
3. During the forming stage, the team develops its first real sense of cohesion as roles are established and a consensus forms around group objectives.
4. Psychology is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations.
5. Job satisfaction is less sensitive to extrinsic rewards than to intrinsic rewards.
6. Although largely unconscious, selective attention is also consciously influenced through our anticipation of future events.
7. Attitudes, informal team processes, personality and communication patterns are examples of the overt aspects of the organisation.
8. The knowledge function of attitudes enables individuals to indicate to others the values that they hold and thus to express their self-concept and adopt or internalise the values of a group.
9. Job involvement is the degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth.
10. Individual differences are the physical, personality, attitudinal, and emotional attributes that vary from one person to another.



SECTION B: Multiple choice questions. [10 Marks]

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

1. The study of organisational behaviour is primarily concerned with all of the following dynamics in organisations **except** the _____ aspect.
 - A. Interpersonal
 - B. Behavioural
 - C. Physical
 - D. Psychosocial

2. Mr. Leru is the HR manager in an organisation. He has ten employees who directly report to him. To which group do they belong?
 - A. Command group
 - B. Task group
 - C. Informal group
 - D. Interest group

3. Contemporary organisational behaviour is both _____ in focus and _____ in nature.
 - A. Dynamic; prescriptive
 - B. Interdisciplinary; descriptive
 - C. Cross-cultural; proscriptive
 - D. Interactional; behavioural

4. Which of the following is **NOT** normally a sign of poor morale amongst a workforce?
 - A. High levels of absenteeism
 - B. High levels of turnover
 - C. A poor external image and difficulties attracting good recruits
 - D. Increased levels of personal productivity



5. At what level of analysis has Psychology contributed to the field of organisational behaviour?

- A. The level of the group
- B. The level of the individual
- C. The level of the organisation
- D. The level of the culture

6. All of the following are true about learning except that it _____.

- A. Involves change.
- B. Can have a very short duration
- C. Requires a change in behaviour
- D. Affects aptitude

7. What happens in the fourth stage of group development?

- A. Close relationships are developed
- B. The group demonstrates cohesiveness
- C. Intra-group conflict often occurs
- D. The job task is performed

8. How do proponents of the nomothetic approach view personality?

- A. As a product of heredity
- B. As a function of one's power need
- C. As the result of a cognitive process
- D. As environmentally caused



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9. The degree to which the job allows the individual substantial freedom, independence, and discretion to schedule work and determine the procedures for carrying it out is _____.

- A. Skill variety
- B. Autonomy
- C. Task identity
- D. Task variety

10. Which of these is the first part of the change process, according to Lewin's model?

- A. Unfreezing
- B. Driving forces
- C. Resistance to change
- D. Refreezing



SECTION C: Short answer questions. [30 Marks]

Answer all the questions in this section.

QUESTION 1

(a). Using examples, illustrate the three components of attitudes.

(6 Marks)

(b). Briefly explain the three main organisational attitudes.

(6 Marks)

QUESTION 2

Explain the four dimensions of alienation at work.

(8 Marks)

QUESTION 3

State any five problems relating Maslow's theory to the work situation.

(10 Marks)



SECTION D: Essay type questions. [50 Marks]**Answer any TWO questions in this section.****QUESTION 1**

Neo is an engineer who has been promoted to the role of a supervisor in her workplace. She did not have the opportunity to learn about managing while in school or anywhere. She vaguely knows that one of the individual differences that determine organisational behaviour is perception, and she is interested to know more as she believes that this information can help her succeed in her new role.

Required:

Describe how perception can affect the following organisational processes and attitudes:

- i. Employment Interview. **(4 marks)**
- ii. Performance Evaluation. **(9 marks)**
- iii. Performance Expectations. **(12marks)**

QUESTION 2

Thabiso is the Operations Manager of an events management company. The company wants to computerise most of its operations. Thabiso has been assigned to manage this project. He needs to work with a team to accomplish this, and this would be the first time he works in a team. However, he is overwhelmed. The team does not seem to settle down and get to the work at hand as fast as he would like.

Required:



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Help Thabiso understand why the team is taking so long to settle down by describing to him what happens in each of the five stages of group development, and advise him how he can guide the team through each stage to ensure that the team does not get stuck in any particular stage.

(25 Marks)

QUESTION 3

Mr Dinao is the supervisor in a fast growing company that manufactures and assembles office furniture. Since the inception of the company, they have been using job specialisation to accomplish their tasks. However, of late there have been delays in finished goods, morale is low and returns have increased.

Required:

Explain to Mr Dinao the advantages and disadvantages of job specialisation, and further discuss with him the three methods of job design that can help reverse the problems caused by job specialisation.

(25Marks)

END OF THE PAPER