

BOTSWANA COLLEGE OF DISTANCE

AND OPEN LEARNING

**Bachelor of Business & Entrepreneurship/Bachelor of Business
Administration- Leadership and Change Management**

Organisational Behaviour

OB211/OB221

SESSIONAL EXAMINATION

Marks – 100

Instructions

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

SECTION A

[10 MARKS]

MULTIPLE CHOICE QUESTIONS

Each question carries 1 mark
Answer all the questions

1. Kotter a recognised researcher and author exploring change identified an eight step organisational change process. These steps include the following except _____.
 - A. Don't let it up
 - B. Conflicting priorities
 - C. Create a Sense of Urgency
 - D. Make it stick

2. Who among the following influence values?
 - A. Parents
 - B. Friends
 - C. External organisations, like churches, cultural institutions, etc.
 - D. All of the above

3. The pattern of behaviour is defined by _____
 - A. Response
 - B. Stimulus
 - C. Stimulus – Response
 - D. Stimulus – Response – Stimulus

4. Job satisfaction is impacted by the following factors except _____.
 - A. The culture of the organisation.
 - B. Management style and approach to workers.
 - C. Employee involvement in the workplace decisions.
 - D. All of the above

5. People in groups are influenced by the following but _____.
- A. Biasness
 - B. Acceptable standards of behaviour by the group
 - C. Degree of attractiveness to each other
 - D. Levels of conflict
6. The following are characteristics of organisational culture except _____.
- A. Aggressiveness
 - B. Result orientation
 - C. People Orientation
 - D. All of the above
7. The field of organisational behaviour is concerned with how organisations can survive and _____.
- A. Control people's behaviour
 - B. Manage humans
 - C. Adapt to change
 - D. Beat competition
8. Who proposed "bureaucratic structure" _____.
- A. Elton Mayo
 - B. Henry Fayol
 - C. F.W. Taylor
 - D. Max Weber

9. Organisational behaviour is said to be _____.
- A. An interdisciplinary approach
 - B. A humanistic approach
 - C. Total system approach
 - D. All of these
10. _____ is largely childish, irrational, never satisfied, demanding and destructive of others
- A. Ego
 - B. Super ego
 - C. Negative ego
 - D. Id

SECTION B –

[10 MARKS]

TRUE/FALSE QUESTIONS

Answer ALL questions.

State whether each of the following statements are TRUE or FALSE.

1. Kotter identified a 7 step organisational change process.
2. At the core of a high-performing organisation is a strong organisational culture.
3. The unique 'behaviour' of an organisation can be attributed to the makeup of the values that it espouses.
4. Anthropology is an organisational behaviour domains.
5. Productivity is not about measuring the outputs of an organisation against its inputs but quantity of output at a given time.
6. People do not enter organisations with certain characteristics and expectations that will influence their behaviour at work.
7. The individual, group and systems characteristics can individually be represented in a generic organisational behaviour model.
8. Behaviour is the pattern of how a person (or organisation) responds to a stimulus also known as operant conditioning.
9. Social learning is observational learning.
10. Workers high on the trait positive affectivity experience positive moods at work, whereas those high on the trait of negative affectivity experience negative moods.

SECTION C

[30 Marks]

SHORT ANSWER QUESTIONS

There are five questions in this section. Answer ALL Questions

1. State any six ways of how management can create a more ethical culture. **(6 Marks)**
2. Illustrate the impact of political science on organisational behaviour. **(5 Marks)**
3. Describe types of rituals and ceremonies that are commonly used to transmit organisational culture to new employees. **(9 Marks)**
4. Outline four consequences to any behaviour in operant conditioning. **(4 Marks)**
5. Differentiate between strong and weak organisational culture. **(5 Marks)**

SECTION D

[50 MARKS]

ESSAY QUESTIONS

There are three questions in this section. Question 1 is compulsory. Answer one question from questions 2 and 3.

Question 1

(25 marks)

MRS BATRA – CASE OF STRESS AND BURNOUT

Mrs. Batra has been working in the administration department of a hospital in Mumbai for the last 20 years. She is highly dedicated to her job and has a very good rapport with her superiors and co-workers. About eight months ago, she was promoted into the upper ranks of management and was assigned to the supply department of the hospital as a manager. Everybody was happy for her and congratulated her on her promotion. The employees in this new department welcomed her and promised her all the cooperation. Mrs. Batra finds the job very challenging and psychologically rewarding. She is a very good manager and an interesting person. Everyone in her department likes to come to work because Mrs. Batra makes the day interesting. Since she became the manager, absenteeism is down by over 20 per cent. She has very pleasant personality and is always available to help her subordinates. She is efficient, responsible and responds to all communication in a timely manner.

She attends all meetings fully prepared to discuss all issues under consideration until last month. During the last month, she seems to have changed considerably for the worse. Both her superiors and her subordinates find her behaviour strange. She is not as polite and amicable as she used to be. Last week she missed a very important meeting of the top administrators. She was requested to research an issue and prepare the material to present at the weekly meeting. She did not do so. She is often late to work and does not take much interest in the communication she receives from superiors and other departments and does not respond to these memorandums in a timely manner. She has become aloof and seems tired most of the time. The Director of the hospital, Mr. Verma, noticed this change in her behaviour early and has been covertly monitoring her behaviour for the last three weeks. Early today, Mr. Verma had a talk with one of the in-house psychiatrists explaining Mrs. Batra's changing work behaviour patterns. The psychiatrist, Dr.

Rekhi suggested that perhaps she has been over-working herself and takes the job too seriously. Mr. Verma suggested to Dr. Rekhi that he should talk to Mrs. Batra and find out if there were any difficult situations at home that might be affecting her behaviour. Mrs. Batra has been married for over 20 years and has no children. Mr. Verma is concerned that Mrs. Batra ought to get help before she suffers a total collapse. Dr. Rekhi promised to do so.

(Source: Richard M. Hodgetts, Organizational Behaviour, MacMillan Publishing Company, 1991, adopted from "Organisational Behavior", 3rd Edition, 2005. Edited by Jit S. Chandan, Published by Vikas Publishing House, New Delhi.)

a. Given the information above, what social challenges could be affecting Mrs. Batra's work? Could it also be that her new responsibilities are affecting her family life that in turn affect her work? Justify your answer. **(15 marks)**

b. Personal problems like unhappy married life, financial instability, children education, job security may cause stress leading to burnout. What steps would you take to assist Mrs. Batra upon realising that all her problems have caused her to burnout? **(10 marks)**

Question 2 **(25 marks)**

To overcome individual and collective resistance to change, Dormant (1999) recommends a five-stage change model. With the aid of examples of potential strategies that could be adopted when employing the model state and explain the five stages of the Dormant Change Model.

Question 3 **(25 marks)**

An individual's personality is a collection of traits, thoughts to be organised hierarchically. The big five model of personality places five general personality dimensions at the top of this hierarchy. With the aid of examples examine the five personalities.