

**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**

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**Instructions to candidates:**

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 –MULTIPLE CHOICE QUESTIONS**

**[10 marks]**

**Answer ALL questions. Each question carries ONE (1) mark.**

**Choose the best alternative answer**

1. The following disciplines impact the organisational behaviour domain except \_\_\_\_\_.

- A. Psychology
- B. Biology
- C. Anthropology
- D. Sociology

2. A \_\_\_\_\_ increases acceptable behaviour and the behaviour is repeated frequently.

- A. Operant
- B. Punisher
- C. Reinforcer
- D. None of the above

3. The following are examples of instrumental values except \_\_\_\_\_.

- A. Salvation
- B. Ambitious
- C. Cheerful
- D. Courageous

4. \_\_\_\_\_ refers to the extent to which an individual is careful, scrupulous, and persevering.
- A. Extraversion
  - B. Emotional stability
  - C. Agreeableness
  - D. Conscientiousness
5. The process of perception involves the following except \_\_\_\_\_.
- A. The perceiver
  - B. The target of the perception
  - C. The manager
  - D. The situation
6. \_\_\_\_\_ move employees from one task to another.
- A. Work engineering
  - B. Job Rotation
  - C. Job enrichment
  - D. Neither I nor II
7. Below are characteristics of organisational culture except \_\_\_\_\_.
- A. People orientation
  - B. Innovation and Risk taking
  - C. Attention to detail
  - D. All of the above

8. In change management, employees begin to assess the impact of the change on them and their jobs at which stage?
- A. Curiosity
  - B. Tryout
  - C. Use
  - D. Visualisation
9. Which of the following needs did McClelland identify?
- A. Affiliation
  - B. Achievement
  - C. Power
  - D. All of the above
10. \_\_\_\_\_ came up with the hierarchy of needs.
- A. McClelland
  - B. Maslow
  - C. McGregor
  - D. Herzberg

**SECTION B – TRUE/FALSE QUESTIONS**

**[10 MARKS]**

**Answer ALL questions. Each question carries ONE (1) mark.**

**State whether each of the following statements is TRUE or FALSE.**

1. The three major areas of study in organisational behaviour are the individual, the group and the organisation.
2. Classical conditioning is a type of voluntary behaviour modification that relies on reward and punishment.
3. Instrumental values are those things that we can work toward or we think are most important and we feel are most desirable.
4. An example of negative reinforcement is the outsourcing of a hated task, like garbage removal and office cleaning.
5. Only written communication is important in organisations.
6. Span of control is a dimension of organizational design measured by the number of subordinates that report directly to a given manager.
7. Expectancy theory states that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
8. There is no difference between a group and a team.
9. During the storming stage, group members develop close relationships.
10. Compromising is one of the ways of managing conflict.



**SECTION C SHORT ANSWERS QUESTIONS**

**[30 marks]**

Answer all questions in this Section.

1. Differentiate a mechanistic organisational structure from an organic organisational structure. **(6 marks)**
2. Personality is typically described in terms of traits. A trait is a specific component of a personality that describes the particular tendencies a person has to feel, think, and act in a certain way. Explore the Big Five Model of personality. **(10 marks)**
3. Discuss the barriers to social perception. **(6 marks)**
4. Explain four ingredients common to Management By Objectives (MBO) programs. **(8 marks)**

**SECTION D ESSAY TYPE QUESTIONS**

**[50 marks]**

There are two questions in this section. Answer any ONE question.

**QUESTION 1**

**(50 marks)**

Read the following questions and answer the questions that follow.

**Commissions for Charlotte**

Doris Ann Riley, the head of HR for King Conductors, was amused by the conversations drifting over the planter that separated the two booths in the employee cafeteria. She recognized the voices on the other side as those of Pete Morris, Carter Henry and Rachael Parker. The three were involved in a heated discussion about the opening of NFL season one week away and the continued hold out of the local team's star quarterback.

"Hey, if he can hold out for a \$50 million contract, I say more power to him. He's worth it," Peter announced. "I say." "The guy already has millions," Rachael cut in. "He got it last year as a rookie, for heaven's sake. He's a selfish jerk. His selfishness is making everyone, the fans, the owner, and probably the players, angry."

“Yeah, and what about those other players who have been there, winning games for us for years?” Carter asked. “They get us in the play-offs year after year, and then here comes this guy who’s been there one year, one year, Pete, and he’s going to get millions or he won’t play. Well, that really breaks my heart. “Just be glad that Charlotte Forsythe knows nothing about American football or that you can make demands like that, or she’ll hit up this company,” Rachael remarked, breaking the tension at the table by making everyone laugh. On the other side of the planter, Doris Ann was not laughing.

Charlotte had worked for years in the international arena as the top sales person for rival Merrill International in the UK. A native Londoner, she followed a lifelong desire to immigrate to the USA. Doris Ann was part of the team that had lured Charlotte from U.S. rival Martin Conductor to take a sales position with King Conductors (whose owners, Wylie King and James Conway, long ago hoisted the humorous nickname, King-Con). Capturing Charlotte was considering a real coup in the world of conductors. Long considered the big three in the industry, the companies produced in-demand conductors for electronics. King-Con’s own formulation was designed for use to counter continuous flexing in data processing, rotating servo platforms, and other applications.

To capture such a high profile salesperson, Doris Ann was the first to admit the company had given in more than usual on wages and other job perks. Charlotte had skipped the regular salary in order to receive straight commissions on sales – an arrangement that had been made by her previous employer. The arrangement was unusual but, the team thought, a necessary step in luring Charlotte away from Martin. In addition, as a native of England with the habit of driving on the left-hand side of the road, Charlotte’s unfamiliarity with American driving conditions, particularly in congested metropolitan areas, resulted in the unusual arrangement of allowing her office assistant to also serve as her driver on various occasions, particularly when she was out of town. While working in the company headquarters, however, she took train to work and made use of trains or cabs. Still, there was a rumble of discontent among employees about Queen Charlotte and Royal treatment.

“Her sales are a huge percentage and she’s made a tremendous difference in the year since her arrival. She really is worth the trouble,” Doris Ann told company vice president Charles Owenby. “But she has come to me to suggest raising her commission – substantially – and I just don’t know. But I think you and I and Wylie and Jim need to discuss this.” “I agree,” Charles said. “I think they will bear within reason....”

“But the problem here, I believe, will be the reaction of other employees,” said Doris Ann. “I hear a lot about Queen Charlotte and royal treatment, and comparisons to how those who put in the years here are not getting the same respect as the rookie, to borrow a football analogy. So the question is, do we give in or stand firm?” “Knowing she can always move over to Martin,” Charles added. “There is a risk either way, so we have to explore our actions before we bring all the parties together to hash this thing out.”

(Source: Daft R; 2010; *The Leadership Experience*, pages 252 - 253)

### Questions

1. Discuss the benefits of motivation. **(10 marks)**
2. Explain McClelland’s need theory and the Expectancy theory of motivation and explain Charlotte’s demands using these two theories. **(20 marks)**
3. Analyse the options that could be used to handle Charlotte’s demand for even higher commission. Which option would you choose and why? **(12 marks)**
4. Explain what Doris can do to deal with employee morale in light of the extremely high pay demanded by a star salesperson. **(8 marks)**

### Question 2 **(50 marks)**

You have been running your organization without a computer since its inception. You are now thinking about buying a computer for the business.

- a. Employ the Rational decision-making model to this decision. Be as practical as possible. **(25 marks)**



- b. Discuss the weaknesses of the rational decision making process. **(5 marks)**
- c. Identify the decision-making styles and explain at least two traits associated with each approach. **(12 marks)**
- d. Discuss any four characteristics of effective teams. **(8 marks)**

***END OF ASSIGNMENT***