

**BOTSWANA COLLEGE OF DISTANCE**

**AND OPEN LEARNING**

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

**Organisational Behaviour**

**OB211/OB221**

**SPECIAL EXAMINATION**

**Marks – 100**

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**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. \_\_\_\_\_ is the way people think and perceive the things, people and events around them.
  - A. Effect
  - B. Cognitive
  - C. Attitude
  - D. Behaviour
  
2. Desired citizenship behaviours include the following but \_\_\_\_\_.
  - A. Avoiding unnecessary conflicts
  - B. Respecting rules and regulations
  - C. Tolerating occasional work-related impositions
  - D. All of the above
  
3. Characteristics that help shape ethical practices in an organisation include the following except \_\_\_\_\_.
  - A. Organisation is high in risk tolerance but low to moderate in aggressiveness
  - B. Focuses on means as well as outcomes
  - C. Managers are supported for taking risks and innovating
  - D. Strong culture exerts more influence on employees than weak ones.

4. Scientific Management approach was developed by \_\_\_\_\_.
- A. Elton Mayo
  - B. Henry Fayol
  - C. F.W. Taylor
  - D. A. Maslow
5. Today's organisations are described as being \_\_\_\_\_.
- A. Open system
  - B. Closed system
  - C. Open as well as closed
  - D. None of these
6. Organisational behaviour is not a \_\_\_\_\_.
- A. A separate field of study
  - B. Applied science
  - C. Normative science
  - D. Pessimistic approach
7. Which of the following is/are not job related sources of stress.
- A. Role ambiguity
  - B. Role overload
  - C. Ethical dilemmas
  - D. Career concerns
8. Which of the following is not organisational factors causing stress \_\_\_\_\_.
- A. Task demand
  - B. Role demand
  - C. Role conflict
  - D. Satisfaction
9. Which of the following methods is/are used to solve intergroup conflicts indirectly?

- A. Avoidance
- B. Encouragement
- C. Bargaining
- D. All of these

10. Which of the following is/are OD intervention techniques?

- A. Sensitivity training
- B. MBO
- C. Quality of work life
- D. All the above

**SECTION B –**

**[10 MARKS]**

**TRUE/FALSE QUESTIONS**

**Answer ALL questions.**

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

1. When change is forced on an organisation, often the organisation will rebel.
2. Organisational climate refers to the shared perceptions organisational members have about their superiors.
3. The study of Organisational behaviour is a combination of how people behave in organisations not how organisations use human resources to achieve goals.
4. Social psychology blends the concepts of psychology and sociology and focuses on the influence that people have on one another.
5. Absenteeism is often considered an indicator of poor individual performance.
6. The behaviour of people in groups is more than the sum total of all the individuals acting in their own way.
7. Individual behaviour or how the person responds to a stimulus is influenced by physical ability.
8. According to operant conditioning, both good and bad behaviours are controlled by reinforced consequences.
9. Work values include achievement (career advancement) NOT concern for others (compassionate behaviour).
10. Attitudes manifest themselves as persistent tendencies to feel and behave in a particular way toward some object, person, group or event.

**SECTION C**

**[30 Marks]**

**SHORT ANSWER QUESTIONS**

**There are five questions in this section. Answer ALL Questions**

1. There are seven steps toward creating a high-performance organisational culture, identify and briefly explain any four. **(8 marks)**
2. Describe any four factors or elements that has an impact on organisational culture. **(8 marks)**
3. Organisational behaviourists research a wide variety of areas that they believe impact organisational performance. State any six of this areas. **(6 marks)**
4. Briefly describe three different ways in which attitudes are reflected? **(6 marks)**
5. Define organisational behaviour . **(2 mark)**

**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)**

**A CASE OF MOTIVATION IN THE WORKPLACE**

Mr. Alok Banarjee is the Chief Executive of a medium- sized pharmaceutical firm in Calcutta. He holds a PhD in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working up to their full potential. It is well known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organisation began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Mr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banarjee contacted the Personnel Manager and enquired: "What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?" The Personnel Manager gave the following reply: "I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of 'non-performers'. He felt bad that hard work and efficiency go un-noticed and un-rewarded in our organisation. Our promotion and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organisation, which, in fact according to workers, should go only to those who work hard." Mr. Banarjee then wanted the Personnel

Manager to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

- a. As a personnel manager identify and explain the motivational problems in the above case study **(15 marks)**
- b. Explain five interventions you would recommend to Mr. Banarjee for implementation to improve motivation of the employees. **(10 marks)**

**Question 2** **(25 marks)**

With the aid of examples examine five biographical characteristics that have an impact on performance of employees.

**Question 3** **(25 marks)**

In operant conditioning there are four consequences to any behaviour modification that relies on reward and punishment. State evaluate the four behaviours and the result they achieve with aid of practical example for each of the behaviour modification.