

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

**DIPLOMA IN BUSINESS MANAGEMENT/HUMAN RESOURCE
MANAGEMENT**

Organisational Behaviour

OB111

SPECIAL 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
MULTIPLE CHOICE QUESTIONS

[10 MARKS]

Each question carries 1 marks. Answer all the questions

1. Organisational behaviour is all of the following except _____.
 - A. Applied science
 - B. A separate field of study
 - C. Pessimistic approach
 - D. Normative science

2. The reactions of individuals to new or threatening factors in their work environment is called _____.
 - A. Attitude
 - B. Stress
 - C. Dissonance
 - D. Disappointment

3. Which of the following is / are method of managing stress?
 - A. Career counseling
 - B. Job relocation
 - C. Recreational facility
 - D. All the above

4. _____ is / are not a method of managing stress.
- A. Supervisor training
 - B. Role Analysis techniques (RAT)
 - C. Rorschach test
 - D. Time management
5. Which of the following is / are not direct methods of solving inter-group conflicts?
- A. Problem solving
 - B. Persuasion
 - C. Domination by the management
 - D. Removing key figures in conflict
6. _____ is a technique for bringing about changes in the entire organisation, rather than focusing attention on individual performance to bring changes easily.
- A. Organisational change
 - B. Organisational development
 - C. Organisational conflicts
 - D. Organisational culture
7. Judging someone on the basis of our perception is called _____.
- A. Categorising
 - B. Halo effect
 - C. Stereotyping
 - D. Prototyping

8. The following list several steps you can take to avoid getting stuck in the storming phase of group development except _____.
- A. Normalise conflict
 - B. Support all group members
 - C. Make sure everyone is heard
 - D. Exclusion of members who cause conflict
9. Under Herzberg's theory, factors causing dissatisfaction are called _____.
- A. Demotivators
 - B. Negative stimuli
 - C. Hygiene factors
 - D. Defectors
10. The X and Y theory of motivation was developed by _____.
- A. F. Herzberg
 - B. Alderfer
 - C. Maslow
 - D. Mc Gregor

SECTION B –

[10 MARKS]

TRUE/FALSE QUESTIONS. Answer ALL questions.

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

1. Having a few stressors in our lives may not be a problem, but because stress is cumulative, having many stressors day after day can cause a build-up that becomes a problem.
2. Organisational commitment refers to the degree to which a person identifies himself with his job, actively participates and considers his perceived performance level important to self-worth.
3. Motivation is a relatively permanent change in behaviour that occurs as a result of experience.
4. Informal groups are groups that are not formally organised in the work system to get the job done but develop on their own randomly at workplaces because of common interest and mutual liking of the group members.
5. Attitude is an adoptive response that is mediated by individual characteristics or psychological processes that are a consequence of any external action, situation or event that places special physical or psychological demands upon a person.
6. Role ambiguity often occurs when individuals have a variety of expectation from another individual who is not able to meet their demands placed on him. A person may not be capable of handling two or more pressures at any one time.

7. Organisational behaviour is defined as the systematic study and application of knowledge about how individuals and groups act within organisations where they work.
8. The study of external environment is very wide and encompasses economic, cultural, social, government, rules and regulations, legal aspects, political climate, demographics and its impact.
9. A work group is collection of two or more individuals, working for a common goal and are interdependent. They interact significantly to achieve a group objective.
10. For a manager it is difficult to manage a group because of varied nature, personality traits, attitude of individuals and personal interest in the group. It is therefore not important for managers to understand group member behaviour.

SECTION C

[30 Marks]

SHORT ANSWER QUESTIONS

There are four questions in this section. Answer ALL Questions

1. Outline six features of informal groups. **(6 marks)**

2. Explain the implications associated with role ambiguity, role conflict and role overload on work performance. **(8 marks)**

3. Give six factors that influence job satisfaction. **(6 marks)**

4. Briefly discuss the differences between groups and teams. **(10 marks)**

SECTION D

[50 MARKS]

ESSAY QUESTIONS

There are three questions in this section. Answer ANY TWO questions.

Question 1

(25 marks)

Discuss the various fields that have contributed to the field of organisational behaviour citing their contributions to the field of organisational behaviour.

Question 2

(25 marks)

Examine the various components that should be taken care of while studying organisational behaviour.

Question 3

(25 marks)

Name four types of change and critically analyse the steps that are used to manage change.

END OF EXAMINATION