

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with**

**ZIMBABWE OPEN UNIVERSITY**

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

**ORGANISATIONAL BEHAVIOUR**

**OB111**

**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. Role of conflict arise from \_\_\_\_\_.
  - A. Corrupt practice
  - B. Conflicting priorities
  - C. Limited participation
  - D. Inadequate role clarity
  
2. \_\_\_\_\_ ego would prefer immediate rewards.
  - A. Adult
  - B. Parent
  - C. Super
  - D. Child
  
3. The following are symptoms of stress except \_\_\_\_\_.
  - A. Headache
  - B. Fatigue
  - C. Hypertension
  - D. Ergonomics
  
4. \_\_\_\_\_ is the tendency to ascribe positive or negative characteristics to a person on the basis of generalisation.
  - A. Biasness
  - B. Stereotyping
  - C. Halo Effect
  - D. Perceptual paradox

5. \_\_\_\_\_ is a tendency to attribute one's characteristics to others.
- A. Perceptual defence
  - B. projection
  - C. Inherent psychological make up
  - D. Informal leadership and power
6. The following are major forms of behaviour modification except \_\_\_\_\_.
- A. Punishment
  - B. Learning
  - C. Extinction
  - D. Imitation
7. A woman may be perceived as \_\_\_\_\_.
- A. Earth mother
  - B. Man hater
  - C. Sex object
  - D. All of the above
8. Motivation to work and perform well in an organisation is often related to \_\_\_\_\_.
- A. Team dynamics
  - B. People behaviour
  - C. Job satisfaction
  - D. Method study

9. Organisational climate includes the \_\_\_\_\_.
- A. Way jobs and work are structured
  - B. Style of management in the organisation
  - C. Way people behave in the organisation
  - D. All of the above
10. The three pillar model of commitment entails the following factors \_\_\_\_\_.
- A. Respective trust
  - B. Accepting change
  - C. Giving loyal support
  - D. All of the above

**SECTION B –TRUE OR FALSE**

**[10 marks]**

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

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

- 1. Deontology is a teaching of the final cause.
- 2. Ethos refer to character or custom.
- 3. Role ambiguity results from lack of clarity regarding role requirement.
- 4. It is not essential to put the work environment in congruence with the individual because they will adapt.
- 5. Ego state of a child is submissive.
- 6. Surface traits cluster together consistently and are easily observable by other people.
- 7. Attitude is a tendency to react in a particular way.
- 8. Ego form compel individuals to have fixed attitude.
- 9. To change attitude one need not change beliefs.
- 10. In operant conditioning consequences depend on behaviour.

**SECTION C SHORT ANSWER QUESTIONS**

**[40 marks]**

**Answer all questions in this Section.**

1. What makes an individual morally a good or a bad person **(4 marks)**
2. Demonstrate the impact of social responsibility initiatives to an organisation. **(6 marks)**
3. Compare and contrast the three main disciplines of social science. **(6 marks)**
4. Differentiate role conflict from personality clashes. **(4 marks)**
5. Differentiate nomothetic from ideographic approaches to personality. **(4 marks)**
6. Compare and contrast between classical and operant conditioning. **(6 marks)**
7. Define halo effect with the aid of an example. **(2 marks)**
8. How does management relate with organisational behaviour. **(4 marks)**
9. Distinguish extrovert and introvert personality. **(4 marks)**

**SECTION D- ESSAY TYPE QUESTIONS**

**[40 marks]**

**Answer any TWO questions from this Section.**

**QUESTION 1**

**(20 marks)**

**Read the following case and answer questions that follow.**

**Organisational Commitment and its Consequences for Employees and the Organisation**

Frederick is unusually in the age of job hopping and multiple employers. He's 78 years old; he admits proudly that he's a company man and always will be one. When he left his job as a salesman for Gerhart, Ltd. in 2011, he retired from the only employer he had ever known. He left behind a group of employees that he called 'his family' and said to all at his retirement party: 'I'm sad to leave; I really am. It's time for me to move over and give some of the new guys a chance.' The former salesman, who had spent the better part of his life selling the company's

machinery, recalled his work with fondness and nostalgia. Now his voice has a tinge of sadness when he says: 'I've grown very fond of my work, the company and the people I've worked with over the last 60 years. I've had many of the same customers for over 30 years. They understand how our business operates. Many of them were buying tools from us even before I came along. That's how I got started, you know. I worked in the shop and then in the office for 30 years before I moved to sales.' Frederick continued: 'I just need to take time off. Many times I'd show up at the office with a cold or upset stomach.' He doesn't say it in so many words, but he clearly relishes projecting the image of his being the company man. This company man would get out of bed at 4 am to go to work and analyse customer accounts. According to Frederick: 'Sometimes, just for the fun of it, I'd get up extra early to be the first one there. I guess that after a while I got the reputation around the office of being an early bird.' Frederick lives about five kilometres from the office. He has no plans for his future other than taking life as it comes, working in his garden and visiting his sons. Looking out the office window, Frederick muses: 'I retired because I believed I didn't have many more years left; I was getting to that age. I want to spend more time with my wife. We enjoy dining out and travelling.' Frederick admits he is having trouble adjusting to a life of leisure. He's not too keen on sleeping late, and he misses the trip to work. He admits to no one in particular: 'I guess I just became too used to the sounds of the office.' He confesses that he misses the weekday work schedule and that he's just a little lonely after six decades in the same company. Responding to a question from a new employee, Frederick says: 'I thoroughly enjoyed my work and loved the people I worked with. My job was never burdensome. I loved what I did and always felt good about it.' Frederick notes that his boss has said that, if retirement isn't for him, he can return to work any time. 'They said I could pick up where I left off with no problems. It makes me feel needed,' says Frederick.

*Source: Organisational Behaviour Edinburgh Business School*

- a. Organisational commitment is the strength of an employee's devotion to his or her employer. It has three components being belief in and acceptance of the organisation goals and values, willingness to exert considerable effort on behalf of the organisation and desire to maintain membership in the organisation. Evaluate the above case and identify the three elements of organisational commitment in Frederick's reaction to his lifetime at work.

**(10 marks)**

b. Differentiate work commitment as witness in Fredrick's reaction from job satisfaction.  
(6 marks)

c. Illustrate how organisational commitment as in the case above benefit the organisation.  
(4 marks)

**QUESTION 2**

**(20 marks)**

Employees' emotional behaviour is a common challenge for any manager. It may be overt and easily detectable, or it can be subtle, because emotional workers (who fear forms of workplace rejection) often direct their subconscious turmoil inward to hide and deny its existence. Over time, emotionally fragile individuals are less able to hide their increasingly obvious psychological, behavioural and physical distress, and it shows up in some combination of the symptoms.

- a. Describe with aid of examples any five indicators of emotional fragility. (10 marks)
- b. Discuss five strategies that can be used to help emotionally fragile employees reattach to their jobs.  
(10 marks)

**QUESTION 3**

**(20 marks)**

**Read the following case and answer questions that follow.**

**WHY WE FEAR CHANGE, AND HOW TO OVERCOME IT**

It has perhaps become a cliché to say that people fear change. It does seem however that in many organisations a pervasive fear of change exists, tending to manifest itself as resistance or opposition to change. Under these circumstances, a leader's experience is often that, in spite of their best efforts to introduce change, people just don't seem to get it. It could be the most compelling proposition or something with a seemingly inconsequential impact, yet change seems difficult, slow or downright impossible – in practice, we know from research that around 70-80% of change efforts do not achieve their aims. Faced with resistance, many leaders attempt to drive through changes but, as we can see, this often deepens the resolve of the 'resistors' and can lead to outcomes that are in nobody's interest. In this case the resistance is easy to see.

The analogy of this unfinished motorway might be a caricature, but the picture can be seen as a metaphor of what happens when people resist change. If leaders are going to enable the process of change in their organisations then they need to understand why people fear change. In our experience, many leaders find themselves struggling with resistance without having a sense of what fears lie behind people's resistance to change. Unfortunately, because people who are scared try to protect themselves and do not want to make themselves vulnerable, they do not say to their leadership: "we are scared of this change and what it represents". From a psychological perspective, all change necessitates some form of loss, whether it is having a child, getting promoted or losing one's job.

It is important to note the distinction between 'potential' and 'imagined' losses. In many instances, our fears reflect our own neurotic anxieties rather than being grounded in what is actually happening to us. More often than not fear arises from the unknown and what we imagine might happen rather than from the known. These are the 'monsters in the dark' of our childhood.

During periods of change, many of us imagine outcomes or losses that have little likelihood of happening or, if they do happen, turn out to be far less damaging and hurtful than we imagined they would be at the time. Because of our fear of loss, most, potentially all, of us are ambivalent about change. The sociologist Peter Marris studied change in communities around the world and observed: "Whenever people suffered loss – even though they might also desire change – their reactions expressed an internal conflict, whose nature was fundamentally similar to the working out of grief."

It is not uncommon, for instance, to find that an executive feels depressed following promotion to a job they have aspired to get for many years. The promotion incurs many losses such that the loss of an aspiration or goal that has now been achieved. The period of depressed mood is necessary for the loss to be recognised and accepted; understandably such losses can be painful and we therefore try to avoid them where possible.

*Source PMI - Guest bloggers Andrew Day and Kevin Power*



a. The fear of change therefore can be understood as a fear of 'potential' or 'imagined' loss. Discuss any five potential or imagined losses that can be caused by change in an organisation.

**(10 marks)**

b. What strategies would you recommend for leaders to help employees deal with fear of change in an organisation

**(10 marks)**

***END OF ASSIGNMENT***