

UNIVERSITY OF SWAZILAND
 FACULTY OF COMMERCE
 DEPARTMENT OF BUSINESS ADMINISTRATION
 MAIN EXAMINATION 2005

TITLE OF PAPER: ORGANISATIONAL BEHAVIOUR

DEGREE AND YEAR: DIPLOMA IN COMMERCE 111

COURSE NUMBER: IDE BA 322-1

TIME ALLOWED: TWO (2) HOURS

INSTRUCTIONS

1. THIS PAPER CONSISTS OF SECTION (A) AND (B)
2. THE CASE STUDY IN SECTION A IS COMPULSORY
3. ANSWER ANY TWO QUESTIONS FROM SECTION B

NOTE: YOU ARE REMINDED THAT IN ASSESSING YOUR WORK, ACCOUNT WILL BE GIVEN OF THE ACCURACY OF LANGUAGE AND THE GENERAL QUALITY OF EXPRESSION, TOGETHER WITH THE LAYOUT AND PRESENTATION OF YOUR FINAL ANSWER.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION.

GOOD LUCK!!!

SECTION A: COMPULSORYQUESTION 1:**Case illustration: Changing Values in the Workplace**

Corporate America has been undergoing a dramatic transformation in the past decade. Amid the Chaos, researchers are finding renewed interest in values. For example, Jack Welch, Chief executive officer of general Electric, has emphasised “soft values for a hard decade”. Robert D. Haas of Levi Strauss has asserted that “values provide a common language for aligning a company’s leadership and its people”. Isadore Sharp of Four Seasons Hotels has described values as his company’s “psychic core”.

What’s all this talk values? Has the image of the Stoic, tough minded CEO given way to an image of a flowing robe and sandals? Over the past several decades, Prudent executives has been managed by objectives, not values. Talking about shared values was regarded as too “soft” for the Boardroom. Value-talk was resurrected in the 1980s by management thinkers such as Tom Peters and Robert Waterman whose best-seller, “**In Search of Excellence**”, advocated management revolution based on shared values in the workplace. They stated that “every excellent company takes the process of value shaping seriously, either buy into the company’s values or get out”.

Two types of values-management styles have been identified: make values and buy values. A make-value management style assumes that workers are changeable and, assuming basic intellectual abilities, capable of being socialised to the corporate values. A buy-value management style, in contrast, assumes that one’s values aren’t changeable and looks to hire people who already share the organisations’ basic values.

This leads to the complementary outcomes of control and commitment and produces employee behaviour that fulfils stakeholder needs.

Some critics contend that the new focus on values is just another passing fad. Research into the issue is difficult. No clear-cut framework has been developed to distinguish organisations with strong values from those without. None-the-less, several studies have been conducted with managers in a variety of organisations to get their opinion on values’ importance in the modern workplace.

In one study of 45 senior executives, the investigators found that, with one exception, each of the executives spoke with genuine interest and enthusiasm about shared values. Most respondents said that values were a very significant issue and that they spent a lot of time thinking about and discussing them. One executive in a multi-business corporation referred to values as “the only glue we have”.

In addition to these findings that demonstrate a concern among senior management over values, today’s highly educated workers want more out of work than the pay check. A broad

range of social factors have produced a modern workforce with expectations that are different from the past generation workforce. They want a sense of involvement and shared meaning. They expect to feel comfortable with the organisation values and culture and they want a sense of psychological attachment.

Questions:

- a. From these illustrations, how do you think values affect organisations? (10 marks)
- b. Based on the illustrations on values, what can be your recommendations for instilling positive values and attitudes to practicing managers? (20 marks)
- c. Other than values, what are the other prevailing influences on individual behaviour? (20 marks)

Total (50 marks)

SECTION B

Answer any two (2) questions from this section

2. The General Manager of Tuntex-Swaziland is having difficulty in trying to influence the negative behaviour that prevails among the company's employees. What kind of advice can you offer to help modify this kind of behaviour? (25 marks)
3. How Globalisation affected managers in managing the behaviour of their employees? (25 marks)
4. Using the systems approach, discuss how you can evaluate individual, group and overall organisational effectiveness. (25 marks)
5. "...Performance evaluation is the most dreadful exercise, I do not know why most practicing organisations worry us with this exercise. They make it such a big deal, when in fact is just a process that is subject to manipulation", exclaimed Lorenzo. In response Jabhi, seemed very excited with it as evidenced from his statement: "At least, we are through with the evaluation exercise, I can't wait to give my employees the evaluation feedback".

Question: Critically evaluate Lorenzo and Jabhi's comments in relation to performance evaluation. (25 marks)