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

TITLE OF PAPER: ORGANISATIONAL BEHAVIOUR (2)

DEGREE AND YEAR: DIPLOMA IN COMMERCE 1V

COURSE NUMBER: IDE BA 322-2

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!!!

Supplementary exam (IDE BA 322-2)

SECTION A: COMPULSORY

Read the case below and answer the questions that follow.

CASE: Managerial problems at Setsembile company Ltd.

One morning while driving to work, Khanya Gamedze and Jabulane Simelane were discussing their workers. Khanya seemed particularly bothered by two of the people she supervises. 'The problem', she complained, 'is that they don't seem to want to take any initiative. When they were hired, I remember very carefully explaining to them that for the first few months they would need to check me before authorising any major payments or accepting any big customer orders. And I also told them that they should avoid telling any of the junior staff what to do for a while, until they learned the ropes and knew what was going on'.

'But now, it's been almost a year and they are still just doing the same old things. Last week Dumsane came to me to approve disbursement check of E5 000. He's handled cheques of that size several times and should know that he can handle them without me by now'.

'And Khetsiwe---about two weeks ago, I gave her an important project to work on. It was a pretty big job, and so I expected her to get some of the junior-level people in to help. But I found out yesterday that she's trying to do the whole thing herself. And I know it's going to be late, and I'm the one that's going to catch it. But don't worry--- what ever 'heat' I catch, she'll catch double!'.

At about the same time, this conversation was taking place between Dumsane and Khetsiwe who had already arrived at work and were chatting over a cup of tea in the employee lounge. 'You know', Dumsane began, 'I just don't know what she wants. Last week she got mad because I went in to get her authorisation on a cheque. She acted as though I should have just gone ahead without her. They said my signature wasn't on the file to approve large cheques. I thought I would do Khanya a favour when I forwarded my signature request which I left on her desk'.

'If only she'd approve it by completing the form, I'd would approve cheques without bothering her unnecessarily. You know how she is disorganised though. From the pile of things on her desk, she's at least a month behind. I'm sure she hasn't even seen that signature authorisation request yet'.

'I know exactly what you mean about her being disorganised, Khetsiwe responded. A few weeks ago, she came running into my office and gave me a big project to do and said it needed to be done right away. From some of the dates in the files, though, I know it must have been on her desk for at least three weeks before she gave it to me.'

' She knows I'm up for promotion, and while I don't think she deliberately wants me to look bad, she for sure doesn't want me to look good either. Anyway, I know the project was important, so I started it straight away. I tried getting some help from the junior staff in vain. The good ones all mentioned that they didn't have time unless Khanya approved their differing of the other projects they were processing; and in any case the others would have done more harm than good. The final report is due today, and it's not finished. I know Khanya is going to catch it and she's going to pass it right to me'.

Case Questions:

- a. Identify and discuss problems in this case that may have been caused Khanya, Dumsane and Khetsiwe, the manager. (30 marks)
- b. What kind of things might Khanya, Dumsane and Khetsiwe all do to improve the situation? (20 marks)

Total (50 marks)

SECTION B

Answer any two (2) questions from this section

- 2. Using a graphical illustration, discuss the relationship between conflict and organisational performance. (25 marks)
- 3. In organisational behaviour, effective communication is paramount, how can it be facilitated in view of the complexity in organisational processes. (25 marks)
- 4. How can practicing managers assist employees in planning and channelling them into their career paths? (25 marks)
- 5. "Significant changes are taking place worldwide and the pace of change is rapid, as a result the structural designs of most organisations have also changed enormously". What are the major factors influencing organisational design? (25 marks)