

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION 2006

TITLE OF PAPER: ORGANISATIONAL BEHAVIOUR

DEGREE AND YEAR: DIPLOMA IN COMMERCE 111

COURSE NUMBER: BA 322

TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS

- 1. THIS PAPER CONSISTS OF SECTION (A) AND (B)**
- 2. THE CASE STUDY IN SECTION A IS COMPULSORY**
- 3. ANSWER ANY THREE 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: COMPULSORY

Read the case below and answer the questions that follow.

CASE: A GNAWING STOMACHACHE

Precious Maseko was thirty years old when her husband, a chronic alcoholic passed away, leaving her with six children to care for at a time when Swaziland was experiencing its worst drought. All these problems forced Precious to look for a more highly paying job even though she was happy in her teaching job which unfortunately was a low paying job.

As a result of her enthusiasm, education and maturity, she impressed the personnel manager at Fashion Delight, one of the new shops at the Manzini Mall. The position involves supervising three different departments of women's clothing. Precious training consisted of approximately two months at another store in the Fashion Delight's chain. She spent the training period in merchandising and learning supervisory responsibilities.

On the first day of her supervisory job, Precious learnt that, because of size constraints at the store, eight different women's clothing are all located in the same area. In addition to Precious, there are two other supervisors in the other departments. These three supervisors share the service of twenty-three full-time and part-time sales people. Since the various departments are so jammed together, all the sales people are expected to know each department's merchandise. Fashion Delight philosophy is that it will not finish one department or storewide sale without starting another. Both the clerks and supervisors, who work on commission and salary bases, are kept busy marking and remarking the merchandise as one sales stop and another starts. To make matters worse, Fashion Delight expects employees to remark each item just prior to closing time, the night after a big sale.

The pressure is intense and customers are often neglected. However, all the sales people realise that when the customers suffers, so do, their commissions. As a supervisor, Precious is expected to enforce the company's policy rigidly. Soon after taking the position as a supervisor, Precious began to experience severe headaches and gnawing stomach-ache. She would like to quit her job, but realistically she can't because the pay is good and she needs to support her children.

QUESTION 1

- a. To what do you attribute Precious' health problems? What are some possible extra organisational, group and individual stressors? (20 marks)

b. Is there anything that this company could do to alleviate stress for its supervisors? (10 marks)

c. What individual coping strategies could Precious try? (10 marks)

Total (40 marks)

SECTION B

(Answer any three questions)

QUESTION 2

Do specific situations determine an effective leadership style or a leadership style influence a certain state of affairs? Please support your answer.

(20 marks)

QUESTION 3

You have just been employed at Natex, Xen-Zee, the manager told you that conflict will not be tolerated because it is dysfunctional. Do you agree with him? Please support your answer.

(20 marks)

QUESTION 4

The global developments that encourage all executives to work as a team have led to one of the top executives who is used to individual decision-making to come seek your opinion on the benefits and problems of individual vs group decision-making. Please advise!

(20 marks)

QUESTION 5

Often managers are reluctant to introduce organisational changes because of the belief that in most instances it doesn't work. Do you agree with this view and what should be done about such views?

(20 marks)

QUESTION 6

Discuss the relevance of understanding motivation theories by any practicing manager.

(20 marks)