

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION 2006

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!!!

SECTION A: CASE: COMPULSORY:

Read the case below and answer the questions that follow.

The decade of women in leadership

The beginning of 1990's -2000 is headed in the direction of becoming the decade of women in leadership. Twenty years ago women managers and executives were decidedly in the minority. But the beginning of the 1990s marked a new era. Today women are starting new businesses at twice the rate of men. They hold about 30% of the 14.2 million executive, administrative and management jobs. More than 1/3 of African Alliance marketing executives are women, while 35% of Select Management Services recruits are women. A similar trend is observed in other organisations, particularly in the Financial Sector. The Swaziland Business Women Association (BWAS) reports that 60 % of small businesses are owned by Women.

But between women and men there remains a gap in the number of advanced degrees earned. Men hold professional degrees and doctorates at twice the rate of women. The Swaziland Central Statistics found that 2% of men and less than 1 % of women have professional degrees. In 1998, Swaziland had 1356 men Masters degrees while only 640 women held masters degrees. Never-the-less, women are emerging in traditional male dominated business, political, medical, religious, and social activist setting more rapidly than ever before, Today women owned businesses employ as many people as the manufacturing companies put together. A number of women candidates are seeking political office, and in not too distant future there is likely to be a woman Prime Minister of Swaziland. On the social front, women are asserting themselves as leaders on issues from HIV/AIDS to Children rights and OVCs. In religion, women are transforming religion and spirituality by rejecting the notion of a male divinity and embracing the Goddess archetype.

The largest source of couches, facilitators, and teachers is the estimated 28 million women around the globe who have entered the labour force in the millennium. Flexible work schedules and day care support is expected to lure more women into the labour force. In Statistical terms, women will take 2/3 of all jobs created. Even in the other Western countries, there is a massive influx of women into the work force. However, Japanese women in leadership positions are still not as common as in the US, Canada and Britain, but times are changing. About 80 000 Japanese women hold managerial positions- still a smaller number, but it has doubled in the past decade.

Each woman, like each man has her own personal style. The personal leadership styles of women can be autocratic, democratic, charismatic and transformational.

Given this statistics, it is puzzling as to why an organisation that is struggling to compete, succeed, and grow would limit or exclude women in leadership positions. Competent leaders, regardless of gender are needed more than ever to deal with sweeping international challenges. From the "good ole boy" politics to medical establishment and from religion to sports, women are changing the values and traditions of formerly male-dominated institutions. The "glass ceiling blocking women from top jobs" is not going to be effective in an era of leadership shortages and global competition. Organisations need the best leaders available. At the end of the day it should be the results that counts not gender. In at least 50 % of the cases, these leaders should be women in the near future.

Required:

QUESTION 1

- a. Are women leaders different from men leaders? (20 marks)
- b. What recommendations would you make for the women to be better future effective leaders? (30 marks)

SECTION B

(Answer any two questions from this section)

QUESTION 2

As a change agent, you have been approached by Tuntex _Swaziland to help them with organisational development, advise them on the application of the strategic approach in planning and managing change for this organisation.

(25 marks)

QUESTION 3

Too many jobs and career changers, in their excitement to "get going" down a new path, neglect the most important guide they could have for their journey: the self-assessment results that give them a true understanding of who they are and where they want to go. As a result, they often find themselves "wandering"- perhaps even more "lost" than they were when they began the journey- and confused about which way to go next. What can you do to safeguard yourself against this situation and what are the critical questions that you need to ask yourself?

(25 marks)

QUESTION 4

"I cannot tolerate political behaviour in this organisation", expressed one of the managers of Cadbury Ltd. With your expertise in Organisational Behaviour critically analyse his/her comment. (25 marks)

QUESTION 5

A potential investor is keen to open-up a business in Swaziland. However, she is not too sure of the type of organisational and job designs to use. With your expertise, advise her on the major influences on organisational/job design. (25 marks)