

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION 2007

TITLE OF PAPER: ORGANISATIONAL BEHAVIOUR (2)

DEGREE AND YEAR: DIPLOMA IN COMMERCE III

COURSE NUMBER: BA 322/ IDE BA 322-1 & 2

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.

QUESTION 1: EFFECTIVE LEADERSHIP STYLES

Muzi Dlamini and Zanele Ndlovu are both supervisors at the University of Swaziland. Muzi oversees a group of landscape crews. Each crew of five is responsible for mowing a section of the University campus. Zanele works for the campus postal system. She coordinates the clerks and couriers who handle incoming and outgoing mail. Zanele is being considered for promotion, while Muzi is in danger of being fired. In connection with each of the impending decisions, both Zanele and Muzi have been summoned to the office of the campus Human Resource Manager.

Zanele is scheduled for the first interview. One of the reasons she is being considered for a promotion, besides the effectiveness of the postal system she coordinates, is the fact that she has demonstrated exemplary leadership characteristics. Her subordinates, all recommend her highly. Postal employees have the lowest level of turnover and absenteeism of all the work groups on campus.

When asked why she has such a good working relationship with her subordinates, she identified several contributing factors. "First and foremost," she begins, "I treat my subordinates like human beings. I show them that I care about their welfare, as a result I am always responsive to their needs. I also let them know that we have a job to do and that each of us has to contribute. During performance reviews, I make sure that each employee knows what he or she has to do to get a good evaluation and a pay rise next time around."

"Finally, it is also important to remember that you cannot handle situations the same way. On routine day to day stuff, I do not have to tell anybody what to do. When something new comes up, I step in and make sure everyone knows how to proceed."

'When Muzi's turn' came, a much different picture emerged. Absenteeism and turnover in his crews have been getting worse. Several employees have recently filed grievances and their work is sloppy. When asked what might be behind these problems, Muzi had no idea. "I am not sure what is going on," he said. "I have always believed that you should treat everybody the same. I do not play favourites. I even go out of my way to make sure nobody gets the wrong idea. At lunch, I always eat with the guys from maintenance. I keep at arm's length from my calibre of people. At pay raise time, I make extra sure that everyone gets equal treatment. They all get the same ratings and the same pay rise. I am really trying to keep the work quality up. I watch my people all the time and make sure I explain everything to them before they start a job."

Questions:

- a. Compare and contrast the leadership styles of Muzi and Zanele. (20 marks)
- b. Which leadership theory best explains the effectiveness of Zanele as a leader? (10 marks)
- c. What can Muzi do to become a better leader? (10 marks)
- Total 40 marks**

SECTION B

(Answer **three** questions from this section)

QUESTION 2

- (a) What is organisational culture and can culture be learned? Explain. (5 marks)
- (b) An organisation with strong organisational culture usually performs well. Do you agree with this statement? Explain by giving examples of what culture can do in an organisation. (15 marks)

QUESTION 3

- (a) Explain two content motivation theories and briefly describe how each of the theories can be used by managers to motivate their employees. (10 marks)
- (b) Explain one of the process theories in your own words. How would you apply the theory to motivating Swazi employees? (10 marks)

QUESTION 4

- (a) Why is it necessary for managers to understand group dynamics?(5 marks)
- (b) Explain why is it that people respond differently to different stressful situations (7 marks)
- (c) Assume you are confronted with a difficult situation of deciding whether to continue with your organisational operations or not. How can you arrive at an effective decision under tight competitive pressures? (8 marks)

QUESTION 5

Critically evaluate the different approaches to organisational and job design. (20 marks).

QUESTION 6

Discuss why organisational design and communication flow are closely related and how they can both deter or contribute to the organisational improved performance. (20 marks)