

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

MAY, 2009

(FULL TIME / IDE STUDENTS).

TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR

COURSE CODE : BA 322 /IDE-BA322

TIME ALLOWED : THREE (3) HOURS

- INSTRUCTIONS :**
- (1) TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS SIX (6)**
 - (2) THE PAPER CONSISTS OF SECTIONS A AND SECTION B.**
 - (3) ANSWER THE QUESTION IN SECTION A WHICH IS COMPULSORY AND ANY THREE (3) QUESTIONS IN SECTION B.**
 - (4) THE MARKS ALLOTTED FOR A QUESTION /PART OF A QUESTION ARE INDICATED AT THE END OF EACH QUESTION / PART OF QUESTION.**
 - (5) WHERE APPLICABLE, ALL WORKINGS / CALCULATIONS MUST BE CLEARLY SHOWN.**

NOTE: MAXIMUM MARKS WILL BE AWARDED FOR GOOD QUALITY LAYOUT, ACCURACY, AND PRESENTATION OF WORK.

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

GOOD LUCK !!!

SECTION A: COMPULSORY

QUESTION 1: Read the case and answer the questions below:

CASE: The “No Martini” Lunch

Jim Lyons had just completed his second month as a manager of an important office of a nationwide sales organization. He believed that he had made the right choice in leaving his old company. This new position offered a great challenge, excellent pay and benefits, and tremendous opportunity for advancement. In addition, his family seemed to be adjusting well to the new community. However, in Jim's mind there was one serious problem that he believed must be confronted immediately, or it could threaten his satisfaction in the long run.

After taking the job, Jim found out that the man he replaced had made an institution of the hard-drinking business lunch. He and a group of other key executives had virtually a standing appointment at various local restaurants. Even when clients were not present, they would have several drinks before ordering their lunches. When they returned, it was usually well into the afternoon, and they were in no condition to make decisions or take the actions that were often the pretext of the lunch in the first place. This practice had also spread to the subordinates of the various executives; it wasn't uncommon to see various groups of salespeople doing the same thing a few days each week.

Jim decided to end the practice, at least for himself and the members of his group. He knew that this wouldn't be easy. The drinking had become institutionalized with a great deal of psychological pressure from a central figure—the man he had replaced. Jim decided to plan his approach and then discuss the problem and his approach for solving it with his superior, Norm Landy.

Norm listened intently as Jim explained the drinking problem but showed no surprise at learning about it. Jim then explained his plan.

"Norm, I'm making two assumptions on the front end. First, I don't believe it would do any good to state strong new policies about drinking at lunch or to lecture my people about the evils of the liquid lunch. About all I'd accomplish would be to raise a lot of latent guilt that would only result in resentment and resistance. Second, I'm assuming that the boss is often a role model for his subordinates. Unfortunately, the man I replaced made a practice of the drinking lunch. The subordinates close to him then conformed to his drinking habits and exerted pressure on other members of the group. Before you know it, everyone is a drinking buddy, and the practice becomes institutionalized even when one member is no longer there.

"Here's what I intend to do about it. First, when I go to lunch with the other managers, I'll do no drinking. More important, however, for the members of my group, I'm going to establish a new role model. For example, at least once a week, we have a legitimate reason to work through lunch. In the past, everyone has gone out anyway. I intend to hold a business lunch and have sandwiches and soft drinks sent in. In addition, I intend to make it a regular practice to take different groups of my people to lunch at a no-alcohol coffee shop.

"My goal, Norm, is simply to let my subordinates know that alcohol isn't a necessary

part of the workday and that drinking will not win my approval. By not drinking with other managers, I hope sooner or later to make the point with them also. As you can see, I intend to get the message across by my behavior. There will be no words of censure. What do you think, Norm?"

Norm Landy pushed himself away from his desk, came around, and seated himself beside Jim. He then looked at Jim and whispered, "Are you crazy? I guarantee you Jim, that you're going to accomplish nothing but cause a lot of trouble-trouble between your group and other groups if you succeed, trouble between you and your group, and trouble between you and the other managers. Believe me, Jim, I see the problem, and I agree with you that it's a problem. But the cure might kill the patient. Will all that conflict and trouble be worth it?" Jim thought for a moment and said, "I think it will be good for the organization in the long-run".

Questions:

- (a). Do you agree with Norm Landy or with Jim Lyons? Why? [10 marks]
- (b). Do you think that anything can be done about this situation? Why? And What is your opinion of Jim's plan? [10 marks]
- (d). What would you do in Jim's situation? Be specific. [20 marks]

TOTAL 40 marks

SECTION B

Answer any three (3) questions from this section.

QUESTION 2

Organizational managers are faced with a continuous challenge of eliciting high performance from their employees amidst certain factors that affect either positively or negatively employees' behavior at work:

a) With the use of relevant examples, discuss the factors that influence attitude formation among employees. [10 marks]

b) If you were hired as a behavioural expert and your assignment was to ensure that attitude change is achieved, recommend to management the approaches that could be adopted to ensure that attitudinal change is achieved among the workforce for peak performance.

[10 marks]

QUESTION 3

Using practical illustrations, discuss how traditional approaches to motivation differ from the contemporary ones [20 marks]

QUESTION 4

Mr. Otito attended a workshop on managing change in an organization. One presenter in his presentation highlighted the use of organizational development as one way of managing and facilitating planned change. Mr. Otito got interested in the presentation because of so many changes that have taken place in his organization that did not achieve intended results. However, Mr. Otito was left dissatisfied because the Presenter was not clear on the process of organization development. Mr. Otito has approached you as an expert to elaborate on the concept of organization development.

Required to:

- a) Discuss the key steps that Mr. Otito should follow in the process of organizational development. [10 marks]
- b) Identify and discuss the interventions he could use in managing change. [10 marks]

QUESTION 5

Why is it important to understand different leadership styles in any practicing organization ?. [20marks]

QUESTION 6

Conflict is inevitable in any organization, thus organizational managers need to manage it effectively. With the use of a diagram, illustrate and discuss how managers could appropriately manage it for effective organizational performance. [20 marks]