

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
SUPPLEMENTARY EXAMINATION PAPER
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 SECTION 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 that follow:

CASE : A NEW LEADERSHIP POSITION

At Dancey Electronics Company in a suburb of Dallas, management forecasts have indicated that the company would enjoy moderate growth during the next ten years. This growth rate would require the promotion of three employees into newly created general manager positions. These individuals will then be required to spend most of their time working with departmental managers and less time on production, output and cost issues.

A majority of the candidates for the three new positions have been with the company for at least 15 years. They are all skilled in production aspects of operations. Company Vice President Don Kelly believed, however, that none of the candidates has the training or overall insight into company problems to move smoothly into the general manager positions. Despite these anticipated problems, the Board of Directors decided that the three new general managers would be recruited from within Dancey.

In attempting to find the best candidates for the new positions, Dancey hired a consulting firm, Management Analysis Corporation (MAC), to perform an internal search for qualified individuals. Through interviews, testing, and a review of company records the consulting firm generated a list of six candidates.

One candidate was Joe Morris. The analysis used to assess Joe involved the study of environmental variables and his current style of leadership. Exhibit 1 profiles Joe's leadership style and various environmental factors that have some impact on this style.

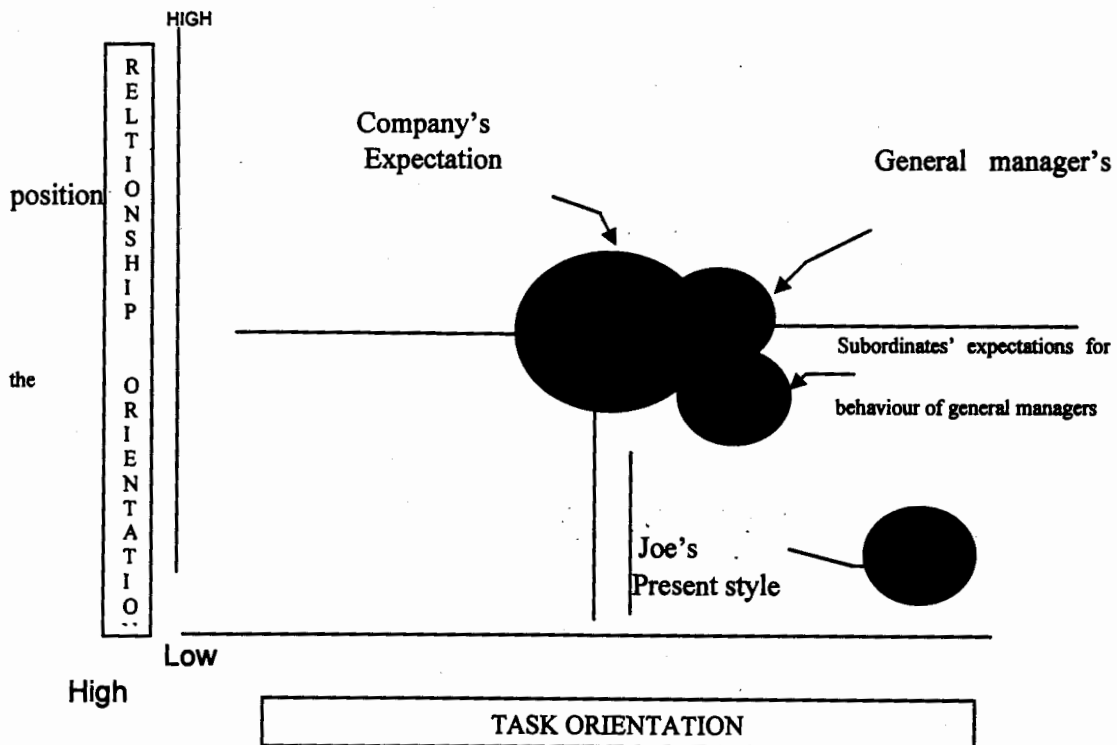
Joe's present leadership style, which is high in task-orientation and low in relationship orientation, is similar to the leadership styles of the other five general manager candidates. The expectations of the company, the potential subordinates of the general manager, and the new position of general manager aren't consistent with any of the candidates' present leadership styles. The shaded, intersecting area indicates where the expectations of the company, the new position, and the subordinates would be consistent. According to MAC, this is the ideal leadership style for candidates to use as the general managers. If Joe or any other candidate were to accept the general manager's job, he would have to significantly increase his relationship orientation. If he didn't change his orientation, the probability of failure, according to the consulting firm, would be high.

Don Kelly was adamant about not going outside Dancey to find three potentially successful new general managers. He and the entire board of directors wanted to utilize a recruitment from within policy to secure the three best general managers. It was Don's belief that a leader could modify his style of leadership to meet new situational demands. This belief and the internal recruitment plan led Don to call a meeting to discuss a program to improve the compatibility between the three general managers finally selected (Joe Morris, Randy Santiago, and Ann Shumate) and the environmental factors (the company, the subordinates, and the requirements of the new position. **The illustrative case is as indicated in Exhibit 1.**

Required:

- (a) Do you believe that the diagnosis and resulting profile prepared by Management Analysis Corporation were a necessary step in the process of finding a potentially successful group of general managers? Explain. **[10 marks]**
- (b) What alternatives are available to modify Joe Morris's potential effectiveness in the new general manager position? **[20 marks]**
- (d) Why will it be difficult for Joe Morris to modify his style of leadership? **[10 marks]**

EXHIBIT 1 : MORRIS PROFILE OF LEADERSHIP



SECTION B

ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION.

QUESTION 2

Employees who are disgruntled over lack of assistance in their career development are likely to be discontent and eventually quit the organization. Therefore career planning is one of the most critical aspects of managing organization". Discuss the benefits of career planning to the individual employee and the organization? [20 marks]

QUESTION 3

Power and political behaviour is pervasive in all organizations, thus it cannot be avoided rather managers should always try to understand it. Do you think these aspects play a major role in the organization? Discuss. [20marks]

QUESTION 4

(a) Discuss Mechanistic and Organic organizational structures , clearly stating any difference (s) between them [20 marks]

QUESTION 5

Given that most organizations evaluate employee's performance, why then is it difficult to reward organizational employees on the basis of merit and ability? Discuss [20marks]

QUESTION 6

What are the major impediments that have led to the delay in the development of organizational behaviour into a distinct field of study? [20marks]