

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

MAY, 2010

(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: A Successful Partnership at Ford-Mazda

While international joint ventures among auto manufacturing make great sense, often they don't make great profits. After years of arguments, General Motors is selling its half -ownership in Korea's Daewoo Motor Co. The auto giant must also bail out loss- plagued Isuzu, in which it owns a 37.5 percent stake. The list of cross-cultural disappointment goes on: Chrysler-Mitsubishi, Chrysler-Masserati, and Fiat-Nissan have all produced as much rancor as rewards. With U.S. - Japan ties frayed, especially over auto trade, links between American and Japanese carmakers are under extra strain.

Ford -Mazda is the exception. Their marriage has weathered disagreements over specific projects, trade disputes between Japan and the United States, and even allegations by the Big Three that Mazda and other Japanese rivals were dumping minivans in the United States. The alliance, founded when Ford stepped in to rescue the struggling Japanese carmaker in 1979, stands strong. The two companies cooperate on new vehicles and exchange valuable expertise - Ford in international marketing and finance, Mazda in manufacturing and product development.

Ford and Mazda work jointly on 10 current auto models, usually with Ford doing most styling and Mazda making key engineering contributions. Jointly worked cars include the Ford Escort and Mercury Tracer models, the subcompact Festiva, the sporty Ford Probe and Mercury Capri, and the off-road Explorer. The Ford - aided Mazdas are the MX-6, 323, Protégé, and Navajo. In all, approximately one of every four Ford cars sold in the United States benefits from some degree of Mazda involvement - everything from manufacturing methods to steering design -while two of every five Mazda has some Ford influence.

Ford and Mazda can call on some hard-learned principles for managing a successful strategic alliance, many of which would apply to ties in any industry. The secrets to the Ford-Mazda success are:

Keep top management involved. The boss must set a tone for the relationship. Otherwise, middle managers will resist ceding partial control of a project to a partner.

Meet often, and often informally. Meeting should be at all levels and should include time for socializing. Trust can't be built solely around a boardroom table.

Use a matchmaker. A third party can mediate disputes, suggest new ways of approaching the partner, and offer an independent sounding board.

Maintain your independence. Independence helps both parties hone the areas of expertise that made them desirable partners in the first place.

Allow no "sacrifice deals" Every project must be viable for each partner. Senior management must see that an overall balance is maintained.

Appoint a monitor. Someone must take primary responsibility for monitoring all aspects of the alliance.

Anticipate cultural differences. They may be corporate or national. Stay flexible, and try to place culturally sensitive executives in key posts.

Underlying these principles is the idea that benign neglect is no basis for a partnership. Or, as Ford President Phillip E. Benton Jr. stated, "There is a lot of hard work in making it work"

QUESTIONS:

(a) Why might there be high potential for conflict in relationships such as the one enjoyed by Ford-Mazda? [15 marks]

(b) What means of managing group conflict are utilized in the Ford-Mazda partnership? [15 marks]

- (c) Why do you think the Ford-Mazda partnership has been so successful, while many others (including those listed at the beginning of the case) haven't been? [10 marks]

Total marks [40 marks]

SECTION B

Answer any **three (3)** questions from this section.

QUESTION 2

You have been put in charge of a cross-functional task force that will develop enhanced internet banking services for retail customers. The team includes representatives from Marketing, Information Services, Customer Services and Finance, all of whom will move to the same location at the Head Office for three months:

- (a) Discuss the behavior you might observe during each stage of this group development. [15 marks]
- (b) Explain the management role in the facilitation of group effectiveness throughout the stages of development. [5marks]

Total marks [20 marks]

QUESTION 3

Stress affects behavior at work and may cost organizations substantially in terms of decline in productivity. Discuss the likely causes of stress at the work place and the organizational strategies that can be adopted to manage it. [20 marks]

QUESTION 4

Illustrate and critically evaluate how the Path-Goal leadership Model

attempts to predict leadership effectiveness in different situations
[20 marks]

QUESTION 5

The content theories of motivation focus on the factors within a person that attempt to determine specific needs that motivate people. Discuss and contrast Maslow's Hierarchy of Needs Theory with Alderfer's ERG Theory and their impact on managerial practices
[20 marks]

QUESTION 6

'Significant changes are taking place worldwide and the pace of change is rapid, as a result the structural designs of most organizations have also changed enormously' What are the major factors influencing organizational design?
[20 marks]

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MAIN EXAMINATION 2010

TITLE OF PAPER: ACCOUNTING INFORMATION SYSTEMS

**DEGREE AND YEAR: BCOM IV (FULL TIME)
BCOM V (IDE)**

COURSE NUMBER: COM 401/IDE COM 401

TIME ALLOWED: TWO (2) HOURS

- INSTRUCTIONS:**
- 1. THIS PAPER CONSISTS OF SECTIONS (A) AND (B)**
 - 2. THE CASE STUDY SECTION (A) IS COMPULSORY**
 - 3. ANSWER ANY TWO QUESTIONS FROM SECTION B.**

Note MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN ENGLISH AND FOR ORDERLY PRESENTATION OF WORK

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TOTAL MARKS: 100

SECTION A: COMPULSORY

Super Manufacturing Company employs you as an internal auditor. Your current assignment is to perform an operational audit of the purchasing department composed of 12 buyers and several secretaries headed by a purchasing manager. "We run a fairly efficient operation here", the purchasing manager comments to you. "We have established purchasing policies and procedures. The buyers have an average of 12 years of purchasing experience, and all have long tenure. They have received on-the-job training and a few have been sent to outside seminars for management training. Our main task is to get the right product in the right quantity to the right department. If you refer to the statistics on the number of orders we handle each year, you will see that in recent years we have processed more purchase orders than ever with no increase in staff. I am pleased with my staff's performance."

During your review of operations you note the following:

- The firm is spending huge sums on microcomputers and related products. It acquires a variety of different makes from a variety of suppliers. The purchasing department orders the microcomputer that meets the capability requirements and has the lowest possible price. However, some of the suppliers have declared bankruptcy or have stopped producing the product line the firm purchased.
- The purchasing department insists on ordering a certain chemical product from a supplier for the production department because the supplier is "stable and reliable and because the firm has always purchased from this supplier in the past." Some competing firms have successfully used a substitute product that has a much lower price.
- The firm normally purchases from local suppliers. Though enquiries you determine that these local suppliers acquire their materials from two major producers from Malelane; any firm such as yours can order directly from these.
- One reason the number of purchase orders has increased is the increased frequency in gasoline purchases. It is possible to negotiate bulk purchases of gasoline.
- Only one quote is received from a supplier in the case of each product acquired, even though for most products ordered several suppliers are available.
- Branch managers can order supplies in amounts less than E500 without following the purchasing department procedures. You note a few instances in which a purchase of a item costing more than E500 was made without the purchasing manager's approval by means of issuing several purchase orders for the item.
- One buyer is acquiring goods for Super Manufacturing from a supplier owned by his wife and her brother.

Questions:

- a. What is wrong in the case above and what dangers are posed by such deficiencies?
(30)
- b. Recommend controls to curb the risks discussed above.
(20)

SECTION B ANSWER ANY TWO QUESTIONS

QUESTION 1

Adequate revenue generation is dependent on a clear understanding of the activities involved and placing adequate controls in such areas. Indicate the major controls necessary to meet the above stated objective. (25)

Question 2

From your analysis and investigation of operations of a banking institution's Accounting Information System (AIS) you discover that a lot of errors in AIS records and outputs occur because of lack of proper monitoring. Why is monitoring important in AIS and how can an organisation ensure proper monitoring? (25)

Question 3

You are to audit a medium sized organisation whose operations are fairly complex even though the structure is fairly efficient. To what extent would the above factors and other factors help you in deciding on the appropriate computer based audit technique? Limit your comparison between auditing with and auditing through the computer. (25)