

# UNIVERSITY OF SWAZILAND

## FACULTY OF COMMERCE

### DEPARTMENT OF BUSINESS ADMINISTRATION

#### SUPPLEMENTARY EXAMINATION PAPER

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: PUSHING PAPER COULD BE FUN**

A large American city government was putting on a number of seminars for managers of various departments throughout the city. At one of these sessions, the topic discussed was motivation – how public servants could be motivated to do a good job. The plight of a police captain became the central focus of the discussion.

*“I’ve got a real problem with my officers. They come on the force as young, inexperienced rookies, and we send them out on the street, either in cars or on a beat. They seem to like the contact they have with the public, the action involved in crime prevention, and the apprehension of criminals. They also like helping people out at fires, accidents and other emergencies. The problem occurs when they get back to the station. They hate to do the paperwork, and because they dislike it, the job is frequently put off or done inadequately. This lack of attention hurts us later on when we get to court. We need clear factual reports. They must be highly detailed and unambiguous. As soon as one part of a report is shown to be inadequate or incorrect, the rest of the report is suspect. Poor reporting probably causes us to lose more cases than any other factor.*

*I just don’t know how to motivate them to do a better job. We’re in a budget crunch and I have absolutely no financial rewards at my disposal. In fact, we’ll probably have to lay some people off in the near future. It’s hard for me to make the job interesting and challenging because it isn’t, it is boring, routine paperwork, and there isn’t much you can do about it.*

*Finally I can’t say to them that their promotions will hinge on the excellence of their paperwork. First of all, they know it’s not true. If their performance is adequate, most are more likely to get promoted just by staying on the force a certain number of years than for some specific outstanding act. Secondly, they were trained to do the job they do out in the streets, not to fill out forms. All through their career it is the arrest and interventions that get noticed.*

*Some people have suggested a number of things, like using conviction records as a performance criterion. However, we know that's not fair, too many other things are involved. Bad paperwork increases the chance that you lose in court, but good paperwork doesn't necessarily mean you'll win.*

*We tried setting up team competitions based on the excellence of the reports, but the officers caught on to that pretty quickly. No one was getting any type of reward for winning the competition, and they couldn't see any point in busting a gut when there was no payoff. I just don't know what to do".*

Required:

**Questions:**

- (a) Identify and explain the problems within the organization which are Counter productive to performance [15 marks]
- (b) According to Hackman and Oldham, how could this situation be Improved in terms of the job content? [10 marks]
- (c) What possible solution(s) might the captain consider to address the lack of report writing skills? [5 marks]
- (d) What leadership weakness do you identify with the captain and what Corrective measures could be taken to improve his leadership style. [10 marks]

[Total marks 40]

**SECTION B**

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

**QUESTION 2**

Generally managers use different power sources depending on the different organizational situations. Discuss the different power sources and when is it advisable to use each of them, giving examples. [20 marks]

**QUESTION 3**

Using the different perspectives to managing performance, discuss how you can facilitate effective performance. [20 marks]

**QUESTION 4**

Discuss the various individual variables or factors that help to explain individual differences in behaviour and performance. [20 marks]

**QUESTION 5**

Explain the differences among the various approaches to job design. [20 marks]

**QUESTION 6**

From the different leadership theories, what are the major influences that make a leader effective? [20 marks]