

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

FIRST SEMESTER: DECEMBER 2011

(FULL TIME)

-
- TITLE OF PAPER :** ORGANIZATIONAL BEHAVIOUR
- COURSE CODE :** BA 213/BA323
- 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 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.

SECTION A: COMPULSORY

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

Case: Business Traveler Stress

The pressures and stress associated with planning, taking and returning from business trips, whether short, intermediate, or long can be significant. Many managers are faced with delays, lost luggage, poor accommodations, changes in their regular diet and piles of unfinished work upon returning from a trip. The results can be anger, fatigue, poor performance, sleep deprivation and absenteeism.

Business travel in terms of only travelling expenses alone cost more than \$200 billion annually for U.S. firms. Although the costs of lost or lower productivity are usually not calculated, it is probably safe to estimate that it costs firms at least as much as the travel expenses.

Organizations use training seminars, reading material, and various services to help reduce business travelers' stress levels. Some of these resources provide data, information, and assistance to make the travelling experience more palatable.

At the same time, however, some of the largest proponents of business travel, including Cisco Systems, Lucent Technologies, Microsoft, and Disney began an effort to reduce travel costs in the summer of 2000. They have cut back on business-class travel and business-class hotel accommodations and switched to nearby alternative airports with lower fares. Their reasoning is that travel is still important to close deals and to negotiate in person, but it can be done more cheaply. With such pressure to slash travel costs, the discussion in most organizations about travel programs fails to even mention the potential of increased stress levels. For example, staying in a cheaper hotel typically means fewer 'frills' such as exercise facilities, restaurants, and sundry shops. These amenities, however, are often travel stress reducers that help business people cope with the anxieties of travelling and being away from home. Also, cheaper hotel accommodation tends to mean more noise, more sleep disruptions and more general irritants.

The elimination of seemingly minor perks to let off steam and reduce stress when travelling may be more costly in the long run. Travelling has become a burden in general with delays, lost luggage, terrorist threats and questionable service. One must ask whether business travel stress will actually increase as businesses turn to cheaper alternatives.

Questions:

1. What can an organization do to reduce the stress facing a business traveler who is returning from being away from the office for 60 days? [5marks]

2. What are some of the potential stress problems of taking cheaper flights and using cheaper hotels and motels that are less oriented to the business traveler? [10marks]

3. What stressors can exist even prior to actually taking a trip? [15marks]

4. Discuss personal strategies to minimize stress [10marks]

[Total marks 40]

SECTION B

Answer any three (3) questions from this section.

QUESTION 2

In managing individual, group and organizational effectiveness, explain the concepts of Systems Theory and Multiple Constituency approaches to effectiveness and their contributions to organizational effectiveness [20 marks]

QUESTION 3

Critically evaluate the contributions and limitations of Herzberg-two factor and Alderfer's ERG content theories of motivation [20marks]

QUESTION 4

The multidisciplinary definition of organizational behavior illustrates a **number of lessons** derived from these multidisciplines and **how these lessons will assist managers** in understanding organizational behaviour. Discuss clearly

[20 marks]

QUESTION 5

Conflict is inevitable in any organizational set up. With the use of a diagram, illustrate the relationship between intergroup conflict and organizational performance and further discuss the consequences of dysfunctional intergroup conflict.

[20 marks]

QUESTION 6

Group cohesiveness results from “all forces acting on the members to remain in the group”. Discuss the factors that increase or decrease cohesiveness and the corresponding consequences

[20marks]