

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION PAPER
2011-2012

TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR

COURSE CODE : BA/IDE 322

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: Focus on communication lifts spirits at Brandhouse

Medium category winner: How did they get it right?

Brandhouse Beverages (a South African joint venture between Diageo, Heineken and Namibia Breweries, with a portfolio of 40 alcohol brands) was placed first in dium-sized company category of the Deloitte Best Company to work survey, as well being ranked second overall. It has moved rapidly up the rankings from 52nd place in 2005 to 12th place in 2006, to its current position of second overall. According to Dave King, the human resource director, this was a goal the company had set for itself when it started three years ago; "Top three, in three" He is quoted as saying "We made a conscious decision that this is something that we wanted to prioritize. You decide at a senior level. It must be led by the managing director and top leadership every single day, 24/7. It is not an add-on thing, and it is critical that your employees own the initiative. Your people must decide this is what they want to do, and work together. It's a mutual decision"

But how did Brandhouse achieve this success in such a short time?

Apart from setting a very clear company vision: to be the most celebrated consumer goods company in South Africa, practical steps have included setting up the **Value Each Other** work group. This group consists of twelve volunteer employees working in a multi-level, cross-functional team with representatives from across the country. The aim of the group is to deliberate on various matters of importance ranging from office decor, facilities in the offices and reward systems. These deliberations serve as employee feedback to management and as input for management decision-making. Another key communication strategy are the quarterly road shows in which the management team split up and speak to employees around the country. According to King, this means that employees feel valued and connected to the organization.

Questions:-

- a. Explain how communication has contributed to the success of Brandhouse.

[10 marks]

- b. Communication in organizations often takes place in four distinct directions. Explain with examples **[10 marks]**
- c. Explain some of the general barriers to effective communication that managers must be aware of while communicating with the employees **[20 marks]**

[TOTAL MARKS 40]

SECTION B

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

Question 2

Every group comes into at least partial conflict with every other group with which it interacts. What would you say the factors are that contribute to such conflict? Explain your answer with practical examples. **[20 marks]**

Question 3

According to Gibson et.al 2009, a person's success or failure at using or reacting to power is largely determined by understanding power, knowing how and when to use it, and being able to anticipate its probable effect:-

- a. Identify and explain the main power bases as suggested by French and Raven **[10marks]**
- b. With the use of relevant examples, discuss the usage of each of these different power bases **[10 marks]**

Question 4

Using relevant examples, explain the working Model designed to help illustrate the link among organizational stressors, stress and the consequences **[20marks]**

Question 5

Understanding group dynamics is an imperative for Human Behavioural Scientists because of the effect on performance and on the relationship with others. Discuss the causes and consequences of group cohesiveness. **[20 marks]**

Question 6

- a. Based on the organizational structure, why is it necessary for managers to delegate? What are the problems/challenges that cause managers and their subordinates to be reluctant to delegate and accept the delegated responsibilities respectively? **[15 marks]**

- b. Explain the meaning of organizational Development **[5 marks]**