

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
SUPPLEMENTARY 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: A whole hand on the brand:

Microsoft MD Pfungwa Serima uses a Shona saying to explain the importance of motivating staff. "The thumb is useless without the fingers to make it strong." Zimbabwe born Serima explains: "The business is not driven by me or the brand. It's the employees, the people behind the brand."

He has been in the job only a few weeks, since former MD Gordon Frazer was sent to the UK to run Microsoft's business there. The company has also been without a human resources director for some months, since Astrid Warren went overseas. Her successor is due to take over in a few days. Despite these changes, Microsoft has retained its record of never finishing out of the top three in **Best Company to Work For**. Since entering for the first time in 2003, it has been third, first, second, and in 2008 second again.

As with so many SA industries, there is a skills shortage in IT, and competition among companies for the available talent is fierce. So Microsoft is looking to the future. "There may not be skills now but there is plenty of talent and potential," says Serima. "We can't afford, as some do, to wait for disaster to be upon us before we tackle it. Our approach is to build a pipeline for the future." That means identifying talent and offering skills development programmes - some by Microsoft alone and some in conjunction with the industry.

But while it waits for that pipeline to fill, Microsoft must make itself an employer of choice now. As a global leader in its field, it must attract the best people. So the company offers what it calls **The Deal**. That means a pleasant environment in which to work, wellness programmes, mentorship, counseling, development opportunities, the possibility of overseas travel, and flexible hours. Oh yes, and a salary and incentives too. "Money isn't everything," says Serima. "It's important but only part of why people want to work somewhere. We don't employ people for a job but for an experience. We give them an opportunity to grow."

In return, Microsoft expects its people to be innovative and different, and to work as a team. They must thrive on challenges. Microsoft may be a global giant but it is under constant attack

from competitors in an environment where technology changes at a breathtaking rate. Serima wants staff to be aware of what is going on around them.

"A lot of people in IT, when they developed something, would say this is cool, but not understand its place in the broader scheme of things. You can be good at what you do but if you look at it in isolation you won't make a difference."

He returns often to the idea that though it is his job to steer Microsoft in SA, it is the employees who drive it. "An employer should never think that it is his company. Don't even think of strategies and action plans without participation from the workforce."

Questions:-

1. Using the motivational theories discussed in this topic, critically discuss the steps taken by Multichoice to 'motivate employees. Do you think they are successful in motivating their staff? Any suggestions for improvement? **[20 marks]**

2. Consider the application of the equity and expectancy theory to motivate IT staff. Emphasize the advantages and disadvantages of each. **[10marks]**

3. List the characteristics that high achievers prefer in a job. Do you think that Multichoice will produce high achievers? Substantiate your answer by referring to McClelland's theory of needs. **[10 marks]**

[TOTAL MARKS 40]

SECTION B

Answer any three (3) questions from this section.

Question 2

'Every decision is the outcome of a dynamic process that is influenced by a multitude of forces.' Think of a situation where you have to make a nonprogrammed decision'. Illustrate and explain in detail how you would utilize each of the steps in the decision-making process to reach and implement your decision **[20marks]**

Question 3

Perception, being one of the individual psychological variables, is said to be a cognitive process. Explain in detail with relevant examples. **[20 marks]**

Question 4

- a. You have been assigned a leadership role in your new group. Describe how you would assist the group develop throughout the stages of development and also manage group performance effectively. **[15 marks]**
- b. Outline situational factors that influence leadership style **[5 marks]**

Question 5

The stages of socialization coincide generally with the stages of career even though researchers have proposed various descriptions of stages of socialization. Using relevant examples explain these factors **[10 marks]**

Discuss the conditions under which team building may be successful **[10 marks]**

Question 6

- a. Several behavioural factors influence the individual decision-making process. Using practical examples, discuss these factors and their significant effect on the decision-making process **[15 marks]**
- b. Describe the differences between a manager and a leader giving appropriate examples in each **[5marks]**