

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

FIRST SEMESTER: DEC. 2012
(FULL TIME AND IDE STUDENTS).

TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR

COURSE CODE : BA 213 AND BA323 /IDE

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: *Microsoft: 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 ~ 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, counselling, 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:

- a) Discuss the Microsoft approach in motivating its employees and its expectations from employees in return [15 marks]
- b) Consider the **application** of McClelland's Learned Needs Theory and the Expectancy Theory to motivate IT staff. Also, indicate the expected **outcomes** and the **overall implications** to management [20 marks]
- c) Explain the criticisms of Expectancy Theory [5 marks]
- Total marks** [40 marks]

SECTION B

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

QUESTION 2

Assume that you want to develop your global managerial skills so that you can pursue international assignments with your company and compete effectively as a 21st century global manager. Identify the relevant skills that you would want to develop and describe in detail how you would go about improving them.

[20marks]

QUESTION 3

The major changes and developments that have taken place in the world have invariably supported the importance of understanding organizational behaviour. Discuss these changes and explain how they affect organization and their employees

[20marks]

QUESTION 4

Critically evaluate the contributions and limitations of the following performance evaluation techniques:

1. Rating Scales
2. Management By Objectives (MBO) [20marks]

QUESTION 5

Managers spend more than twenty percent of their time in conflict management and as a result, they need to confront the problem of managing it. Discuss the various techniques managers would apply in resolving intergroup conflict **[20marks]**

QUESTION 6

- a) Explain the Multiple Constituency Approach to Effectiveness and how the competing value model can aid in minimizing or eradicating the problem of this approach **[15marks]**

- b) Explain the layers of organizational culture according to Schein **[5marks]**