

# **UNIVERSITY OF SWAZILAND**

## **FACULTY OF COMMERCE**

### **DEPARTMENT OF BUSINESS ADMINISTRATION**

#### **SUPPLEMENTARY EXAMINATION PAPER**

**JULY 2013**

*(FULL TIME / 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: A Successful Partnership at Ford-Mazda**

While international joint ventures among auto manufacturing make great sense, often they don't make great profits. After years of arguments, General Motors is selling its half -ownership in Korea's Daewoo Motor Co. The auto giant must also bailout loss-plagued Isuzu, in which it owns a 37.5 percent stake. The list of cross-cultural disappointment goes on:

Chrysler-Mitsubishi, Chrysler-Masserati, and Fiat-Nissan have all produced as much rancor as rewards. With U.S. - Japan ties frayed, especially over auto trade, links between American and Japanese carmakers are under extra strain.

Ford -Mazda is the exception. Their marriage has weathered disagreements over specific projects, trade disputes between Japan and the United States, and even allegations by the Big Three that Mazda and other Japanese rivals were dumping minivans in the United States. The alliance, founded when Ford stepped in to rescue the struggling Japanese carmaker in 1979, stands strong. The two companies cooperate on new vehicles and exchange valuable expertise - Ford in international marketing and finance, Mazda in manufacturing and product development.

Ford and Mazda work jointly on 10 current auto models, usually with Ford doing most styling and Mazda making key engineering contributions. Jointly worked cars include the Ford Escort and Mercury Tracer models, the subcompact Festiva, the sporty Ford Probe and Mercury Capri, and the off-road Explorer. The Ford - aided Mazdas are the MX-6, 323, Protege, and Navajo. In all, approximately one of every four Ford cars sold in the United States benefits from some degree of Mazda involvement - everything from manufacturing methods to steering design -while two of every five Mazda has some Ford influence .

Ford and Mazda can call on some hard-learned principles for managing a successful strategic alliance, many of which would apply to ties in any industry. The secrets to the Ford-Mazda success are:

*Keep top management involved.* The boss must set a tone for the relationship. Otherwise, middle managers will resist ceding partial control of a project to a partner.

*Meet often, and often informally.* Meeting should be at all levels and should include time for socializing. Trust can't be built solely around a boardroom table.

*Use a matchmaker.* A third party can mediate disputes, suggest new ways of approaching the partner, and offer an independent sounding board.

*Maintain your independence.* Independence helps both parties hone the areas of expertise that made them desirable partners in the first place.

*Allow no "sacrifice deals"* Every project must be viable for each partner. Senior management must see that an overall balance is maintained.

*Appoint a monitor.* Someone must take primary responsibility for monitoring all aspects of the alliance.

*Anticipate cultural differences.* They may be corporate or national. Stay flexible, and try to place culturally sensitive executives in key posts.

Underlying these principles is the idea that benign neglect is no basis for a partnership. Or, as Ford President Phillip E. Benton Jr. stated, "There is a lot of hard work in making it work"

### QUESTIONS:

- (a) Why do you think the Ford-Mazda partnership has been so successful, while many others (including those listed at the beginning of the case) haven't been? [10 marks]
  
- (b) What means of managing intergroup conflict are utilized in the Ford-Mazda partnership? [15 marks]
  
- (c) What are the common causes of line and staff conflict? [15 marks]

**Total [marks 40]**

**SECTION B**

Answer any three (3) questions from this section.

**QUESTION 2**

Discuss with examples, the causes of effectiveness in the study of managing individuals, group and organizational effectiveness **[20 marks]**

**QUESTION 3**

- a) Discuss the challenges / flaws of performance appraisal techniques and the approaches to overcome them **[15 marks]**
- b) Individual perceptual process help people face realities of the world. Explain the factors that would influence your perception **[5 marks]**

**QUESTION 4**

Stress is inevitable and affects behavior at work which may result in productivity decline. Discuss personal and organizational strategies you would apply in the management of stress **[20 marks]**

**QUESTION 5**

Discuss the significance of studying Organizational Behaviour, the lessons derived from the multidisciplinary and how these lessons have contributed to the understanding of Organizational Behaviour **[20 marks]**

**QUESTION 6**

Discuss the characteristics of globalization and the challenges thereof **[20 marks]**