

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION PAPER

SECOND SEMESTER: JULY 2013

- TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR II**
- COURSE CODE : BA 214 /BA 324 IDE**
- TIME ALLOWED : THREE (3) HOURS**
- INSTRUCTIONS :**
- (1) TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS FIVE (5)**
 - (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

Read the case and answer the questions that follow:

CASE: WORK REDESIGN IN AN INSURANCE COMPANY

The executive staff of a relatively small life insurance company is considering a proposal to install an electronic data processing system. The proposal is being presented by the assistant to the president, John Skully. He has been studying the feasibility of the equipment after a management consultant recommended a complete overhaul of jobs within the company.

The management consultant had been engaged by the company to diagnose the causes of high turnover and absenteeism. After reviewing the situation and speaking with groups of employees, the consultant recommended that the organization structure be changed from a functional to a client basis. The change in departmental basis would enable management to redesign jobs to reduce the human costs associated with highly specialized tasks.

The present organization includes separate departments to issue policies, collect premiums, change beneficiaries, and process loan applications. Employees in these departments complained that their jobs were boring, insignificant, and monotonous. They had stated that the only reason they stayed with the company was because they liked the small-company atmosphere. They felt that management had a genuine interest in their welfare but that the trivial nature of their jobs contradicted that feeling. As one employee said, "This company is small enough to know almost everybody. But the job I do is so boring that I wonder why they even need me to do it." This and similar comments had led the consultant to believe that the jobs must be altered to provide greater motivation. Recognizing that work redesign opportunities were limited by the organization structure, he recommended that the company change to a client basis. In such a structure, each employee would handle every transaction related to a particular policyholder.

When the consultant presented his views to the members of the executive staff, they were very much interested in his recommendation. In fact, they agreed that his recommendation was well founded. They noted, however, that a small company must pay particular attention to efficiency in handling transactions. The functional basis enabled the organization to achieve the degree of specialization necessary for efficient operations. The manager of internal operations stated, "If we move away from specialization, the rate of efficiency must go down because we'll lose the benefit of

QUESTION 2

Discuss the common forces for organizational development change that emanate from internal and external sources encountered by organizations. **[20 marks]**

QUESTION 3

Issues of power and politics often involve ethical issues, especially when the use of power is political in nature. Discuss the techniques of political behavior applied by some managers, **[10 marks]**

Explain why Hersey Blanchard situational leadership theory has appealed to practicing managers. **[10 marks]**

QUESTION 4

- a) Discuss potential solutions for managing a reshaped workforce.. **[15 marks]**
- b) Explain the requirements for effective workforce. **[5 marks]**

QUESTION 5

Illustrate and explain clearly the widely used communication model **[20 marks]**