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**UNIVERSITY OF SWAZILAND**

**FACULTY OF COMMERCE**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**MAIN EXAMINATION PAPER**

**FIRST SEMESTER: 2013**

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**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 manufacturers make great sense, often they don't make great profits. For example, auto giant General Motors continues to bailout loss-plagued Isuzu, in which it owns a 49 percent stake. The list of cross-cultural disappointments goes on: Chrysler-Mitsubishi, Daimler-Chrysler, 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. With Ford owning 33.4 percent of Mazda, 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 Tribute and Explorer SUVs. 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 designs while two of every five Mazdas 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.*** Meetings 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.* Differences 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's a lot of hard work in making it work"

#### **QUESTIONS:**

1. Why do you think the Ford-Mazda partnership has been so successful, when many others (including those listed at the beginning of the case) have not been successful? [10 marks]
2. Discuss the general causes of intergroup conflict. [15marks]
3. Explain how you would manage intergroup conflict through resolution and stimulation [15 marks]

**Total marks [40 marks]**

### **SECTION B**

Answer any three (3) questions from this section.

#### **QUESTION 2**

Explain the contributions of Sociology and the level of focus to the study and application of organizational behaviour. [20 marks]

#### **QUESTION 3**

Managers and others who have interests in whether organizations perform effectively can focus on one or all the perspectives of effectiveness. Discuss the three major perspectives and the causes of effectiveness at each of the levels of analyses [20 marks]

#### **QUESTION 4**

The evolution of business from being primarily domestic oriented to more globally oriented will require new thinking and managerial skills. Identify these global skills and describe how they could be improved. [20 marks]

**QUESTION 5**

Explain the following performance appraisal approaches and critically evaluate their contributions and limitations:-

(a). Management By Objectives (MBO) [10 marks]

(b). Ranking Methods [10 marks]

**QUESTION 6**

Explain the model that illustrates the evolution of positive culture and its outcome

[20 marks]