

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

FIRST SEMESTER: DECEMBER 2017

FULL TIME/ IDE STUDENTS

TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR 1

COURSE CODE : BUS231/BUS231BEd/BA213BEd/BA213IDE/BA323BEd-SEC/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.**

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: Wellness programmes are critical**

Investing in your employees is no longer a matter of choice, it is vital for sustainable growth and profitability, says corporate wellness specialists Calibre Clinical Consultants. As many companies offer medical plans or contribution to medical aids for their employees, increased absenteeism has a direct cost effect on their business.

Recent statistics from the Corporate Absenteeism Management Solutions (CAMS) survey of 60 South Africa companies revealed that South Africa is losing an estimated R12 billion a year due to absenteeism. A significant proportion of the reasons of this are related to stress illness. Bouts of flu, feeling run-down and exacerbating existing conditions by over-working and neglecting wellness all contributed to this cost to business. Calibre Clinical Consultants further emphasises that there are other greater costs that also need to be considered. When people are not present to do the work they are employed to perform, the work suffers. This affects revenue and lessens productivity, as well as placing added pressure on neighbouring employees, who may in turn become absent due to the additional work they are required to perform.

Therefore, as stated by Charles Parsons, CEO of wellness management company, Calibre Clinical Consultants, "Companies no longer have an option but to improve the wellness of their employees. So much is invested in a senior level manager or executive in terms of training and hard costs that it simply doesn't make business sense to allow him or her to be absent or resign entirely due to wellness issues." "Looking after your employees motivates them to work better, smarter and harder. With a wellness programme designed for the particular enterprise in place, staff turnover and absenteeism will drop substantially and the working environment will markedly raise productivity, efficiency and in turn, profit."

Questions

1. What are the main reasons identified in this case that cause significant losses and what are the individual and organisational consequences of this kind of stress?
[10 marks]
2. What strategies have been recommended by Charles Parsons as interventions to reduce incidences of stress and how would this benefit or change the situation within the organization?
[10 marks]
3. Discuss the **personal strategies** you would adopt for managing your own stress.
[20 marks]

[TOTAL MARKS 40]

SECTION B

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

QUESTION 2

Managers in various organizations are expected to understand the rationale or importance of embracing performance appraisal objectives. Discuss this statement. [20 marks]

QUESTION 3

Maslow's Hierarchy of needs Theory is the most widely used model for studying motivation within organizations. Illustrate and explain the order of needs and critically evaluate its contributions and limitations. [20 marks]

QUESTION 4

The Five - Stage Model explains the group development process in terms of a maturity cycle. Discuss these stages and comment on the progression along the cycle. [20 marks]

QUESTION 5

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

QUESTION 6

Explain with examples, the Goal Approach and its limitations as one of the approaches to effectiveness. [20 marks]