

UNIVERSITY OF ESWATINI

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

DECEMBER 2018

FULL TIME/IDE STUDENTS

TITLE OF PAPER : ORGANIZATIONAL THEORY & 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 : Business Traveler Stress**

The pressures and stress associated with planning, taking and returning from business trips, whether short, intermediate, or long can be significant. Many managers are faced with delays, lost luggage, poor accommodations, changes in their regular diet and piles of unfinished work upon returning from a trip. The results can be anger, fatigue, poor performance, sleep deprivation and absenteeism.

Business travel in terms of only travelling expenses alone cost more than \$200 billion annually for U.S. firms. Although the costs of lost or lower productivity are usually not calculated, it is probably safe to estimate that it costs firms at least as much as the travel expenses.

Organizations use training seminars, reading material, and various services to help reduce business travelers' stress levels. Some of these resources provide data, information, and assistance to make the travelling experience more palatable.

At the same time, however, some of the largest proponents of business travel, including Cisco Systems, Lucent Technologies, Microsoft, and Disney began an effort to reduce travel costs in the summer of 2000. They have cut back on business-class travel and business-class hotel accommodations and switched to nearby alternative airports with lower fares. Their reasoning is that travel is still important to close deals and to negotiate in person, but it can be done more cheaply. With such pressure to slash travel costs, the discussion in most organizations about travel programs fails to even mention the potential of increased stress levels. For example, staying in a cheaper hotel typically means fewer 'frills' such as exercise facilities, restaurants, and sundry shops.

These amenities, however, are often travel stress reducers that help business people cope with the anxieties of travelling and being away from home. Also, cheaper hotel accommodation tends to mean more noise, more sleep disruptions and more general irritants.

The elimination of seemingly minor perks to let off steam and reduce stress when travelling may be more costly in the long run. Travelling has become a burden in general with delays, lost luggage, terrorist threats and questionable service. One must ask whether business travel stress will actually increase as businesses turn to cheaper alternatives.

Questions:

- a) What can an organization do to reduce the stress facing a business traveler who is returning from being away from the office for 60 days? **[10marks]**
- b) What are some of the potential stress problems of taking cheaper flights and using cheaper hotels and motels that are less oriented to the business traveler? **[15marks]**

c) What **general** stressors could exist even prior to actually taking a trip? [5 marks]

d) From your study in class, discuss **personal** strategies to minimize stress. [10marks]

[Total marks 40]

QUESTION 2

You have been approached by your Board of Directors to review the organization's current Performance Appraisal System. As a Human Resource Expert, you are expected to explain to them the significance of the Performance Appraisal System as well as the benefits of linking pay and other incentives to performance. [20 marks]

QUESTION 3

Illustrate and explain clearly the relationship between intergroup conflict and organizational performance. [20 marks]

QUESTION 4

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 5

At every level, managers of organizations have primary responsibility for attaining effective performance by practicing with skill the basic functions of management. Discuss management's contribution to effectiveness [20marks]

QUESTION 6

Multi - disciplinary approaches have contributed enormously to the field of Organizational Behaviour. Discuss the lessons derived from these multi-disciplines and how they will assist managers in understanding organizational behaviour. [20 marks]