

UNIVERSITY OF ESWATINI

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

SECOND SEMESTER: MAY 2019

TITLE OF PAPER : ORGANIZATIONAL THEORY & BEHAVIOUR II

COURSE CODE : BUS 232, BA 214/ BA 324: 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.**

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: *Terry's Dilemma***

Terry has worked for Dutchman Enterprises for seven years. Dutchman is a call center that handles customer service enquiries (e.g., questions about bills) for several major credit card companies. Since starting with the company, Terry has progressed from mailroom worker to customer service representative, and he is now senior customer service specialist in the call center. Terry's technical skills are unmatched, and there is no customer service problem in the department that he doesn't know how to fix. Terry's supervisor, Frank, is a new college graduate, and while Frank is fine with the department's everyday administration, when something out of the ordinary happens, he has the sense to seek out Terry for advice. Truth be told, not a thing happens in the department without Terry's informal approval.

Terry enjoys the attention and respect he gets as the go-to person in the department. Even though it is technically against the rules, Terry, not Frank, writes the work schedules (Frank admits that Terry knows who what bests). Not surprisingly, Terry has been known to use the schedule to recognize or punish his fellow colleagues in the department.

Terry didn't always have such an enviable position. He failed to graduate from high school and the neighborhood "club" of which he was president was characterized by many, including the police, as a gang. At the urgings of Terry's parents, a close family friend "Uncle Jake" took a personal risk and got Terry the Job at Dutchman. Jake set up a weekly lunch appointment with Terry to help him set his priorities and focus on his future. Through these mentoring sessions, Jake encouraged Terry to get his GED and then his associate's degree at the local community college. Jake was proud of what Terry had accomplished and the strong bond that they had formed.

Although Jake retired from Dutchman last year, he still keeps in touch with Terry and the various other employees that he had mentored over the years. To his great pleasure, he receives several calls each month from this group, some just checking in, and others asking for his opinion and advice. Just last week Jake received a call from the HR director. "There's going to be a supervisor opening in the marketing department. Do you know anyone who may be ready for this challenge?" Jake responded that he might and as soon as he hung up the phone, he immediately called Terry to set up a meeting.

Terry always enjoyed this get-together with Jake. Although now their meetings were less frequent than when he was a 'rebel kid' he still appreciated hearing Jack's insights. On more

than one occasion, Terry shared that it was more than likely he'd be dead if it weren't for Jake's intervention. Terry was honored when Jake told him about the new supervisor opportunity and how Jake thought he was the man for the job. Jake's statement "it will be a hard transition but you can do it and it's time for you to move on" echoed in Terry's mind on his drive home.

Moving to another area like marketing would be difficult. Terry was 'the man' in the call center. He had spent years crafting his skills and had the respect of his fellow workers and management alike. If he made the move, he'd be starting afresh. He wondered if his workers would make the same jokes about him that he and his buddies did whenever they got a new supervisor. There was also a salary issue. If he was to take the job as supervisor, he'd no longer get his overtime, and in some weeks his take-home pay could even be less than it is now.

Jake had told Terry to think long term. They were scheduled to meet again tomorrow to talk about the specifics on how to apply for the supervisory position. With Jake's endorsement, Terry was a 'shoe-in' to get the job, but he still wasn't sure if he really wanted to take the new supervisor position.

Questions:-

- a) Explain the different bases of interpersonal power that Terry, Frank and Jake exhibited throughout this case. [15 marks]
- b) Explain Terry's background and the role played by Jake as his mentor. [15 marks]
- c) Suppose Terry is interested in taking this supervisory position, explain the three stages of socialization he would have to go through in his new job. [10 marks]

Total marks [40 marks]

SECTION A: COMPULSORY

SECTION B

Answer any three (3) questions from this section.

QUESTION 2

Decision making is a responsibility shared by all managers regardless of functional area or management level. Explain the decision – making process managers would follow when making a non- programmed decision. [20 marks]

QUESTION 3

Explain clearly, the four distinct career stages an individual will go through during career progression. [20 marks]

QUESTION 4

Illustrate and explain the five elements of the general process of communication. [20 marks]

QUESTION 5

Fiedler's Contingency leadership Model identified three leadership situations. Explain the model. [20 marks]

QUESTION 6

Discuss why managers are reluctant to delegate and what strategies would you consider to overcome this problem. [20 marks]