

University of Eswatini
Faculty of Commerce
Department of Business Administration
Main Examination
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TITLE OF THE PAPER : ORGANIZATIONAL BEHAVIOUR
DEGREE : MASTER OF BUSINESS ADMINISTRATION
COURSE : BUS 603
TIME ALLOWED : THREE (3 HOURS)

Instructions

1. There are two sections in this paper, A and B.
2. Section A is compulsory. Answer any three questions in section B

SECTION A-COMPULSORY

Question 1. Read the case study entitled **Women, Motivation and Top Management** and answer questions that follow.

Dlamini graduated with an MBA in 1970, went to work for Lever and Brothers, left for a position with Johnson and Johnson, then joined RJR Nabisco. By 1987, Dlamini had been promoted four times and found herself in charge of more than 4000 employees and eight major brand products as president of RJR Nabisco's grocery division. As a young graduate, she was sensitive to money matters, felt that she needed to be extremely innovative to survive in a man's world, and single mindedly set out to make a career in product marketing, with its fast track promise of new opportunities.

As head of a \$1.2 billion -a year, miniconglomerate within RJR Nabisco-now part of KKR Enterprises, Dlamini is an obvious candidate for the CEO position in her industry, and being a woman can be an important advantage today. However, at age 40, Dlamini is not conscious of being unusual or for competing with new corporate laurels. She feels that her success has nothing to do with gender, and her world revolves around her responsibilities as a line manager in a highly volatile industry. Money is no longer an object for Dlamini, whose estimated compensation package is more than a quarter of a million dollars a year, and she has no interest in the adornments of success. She does not get excited about being creative, and is reputed to be a ferocious competitor within the industry.

In contrast, Dube senior vice president of administration for Navistar Corporation, started as a corporate secretary in 1981. After four promotions in seven years, she now has a pivotal role in everything from strategic planning to labour relations. She is conscious of long entrenched male cultures in major corporations, and drove hard to achieve a top-officers role before she was thirty-four years old. Instead of juggling the demands of home and office, like so many women executives in the past, Dube's goals center on her career, although she has broad interest beyond the corporate walls. These include fine arts; for example, she is a board member of the Chicago Ballet. She cautions aspiring women executives not to rely on their jobs for satisfaction., to be competitive and aggressive, but not to emulate male qualities.

Navistar promoted Dube to bring the corporation a sense of participative management. This unusual move was based strongly on Dube's ability to work closely with her peers and to get management and non-management employees to join in team efforts. Top management defended her appointment by saying that women typically show more warmth and concern about human relationships, and this was certainly needed at Navistar.

Many women executive positions leave their corporate jobs as their priorities shift or they become disenchanted with corporate life. In surveys over a ten-year period, Fortune Magazine found out that nearly a third of the women studied has resigned from their jobs, but not because of their oft-cited conflict between work and family. Instead, they departed because they felt there were better things to do. Still, many women want to have families, and feel that in order to do so, they must forego a corporate career. Lucy, a highly rated woman, walked away from her position to start a family in 1977. Now, she enjoys animal shooting. She explains that her motives changed, and the corporate thrill lost its appeal

Questions

- a) Contrast the motivation needs of the corporate women discussed in the case and explain each woman's motives in terms of Maslow's hierarchy of needs(10 marks).
- b) Examine each executive's profile in terms of McClelland's theory of achievement. How would you characterise each woman's decision? (10 marks)
- c) To some critiques, special groups such as women, have low self-efficacy and low self-esteem in a male dominated corporate world. In your opinion, explain the unique challenges of managing employees who have low self-efficacy and low self-esteem (10 marks)
- d) As a manager, how would you deal with the challenges identified in (c) above? (10 marks)

Question two

You are in charge of human capital development in your organization. John, anew employee complains about his work, its contents and general work environment. In a meeting with him, and the CEO of the company, you agreed to transfer john to a new department with more responsibilities. John is busy, but not happy.

- a) As a manager, what would be your response to John's problem in case you realise that there is a mismatch between his personality and the demands of the job? Explain (10 marks)

- b) How might his complaints affect your attitudes and behaviour towards him? (10 marks)

Question three

- a) Discuss the implications of contrast error for interpersonal interactions. Does this error occur only when we observe physical objects? Discuss (10 marks)
- a) Let's assume that you have completed a project successfully. How would you maximize the chances that your manager will make an internal rather than an external attribution? (10 marks)

Question four

- a) How might perceptual factors be involved when an employee receives a poor performance appraisal? (10 marks)
- b) As a manager supervising a team of 15 employees, propose and explain actions you might take to change a specific employee's attitude for example, a negative view toward introduction of a new information system that requires many of the office personnel to make significant changes in the forms they use and the reports they fill out (10 marks)

Question five

- a) Conflicts are natural and inevitable part of people living and working together. Using your organization as a case, discuss three types of conflicts that your organization or members of your team have experienced and, suggest approaches or methods of resolving them (10 marks)
- b) Pearl, a new employee in your organization is experiencing challenges with internal adaptation. She feels that colleagues do not express deference and their demeanor does not reflect who they really are. On her first day at work, she was told that the organization works through teams. She has however, realised that people work alone with minimal level of consultation. To her, the culture of the organization appears to be confusing. Suggest an alternative form of culture intervention you will take to help pearl settle in her job and the organization at large (10 marks)

Question six

- a) Jabulani is a talkative and highly opinionated. He is a member of a team assigned to develop the company's Strategic Plan. His colleagues love him, but accuse him of being strict on guidelines and rarely entertains ambiguity. Use Bales' Interaction

Process Analysis (IPA) to explain Jabulani's approach to work and the team he belongs to (10 marks)

- b) Due to COVID-19, your organization has decided to restructure positions and jobs. As a result, two departments have been merged with your department and thankfully, you now head the three departments. A new line of communication has been established. Whereas you initially reported to one supervisor, a matrix structure has been established and as such, you might experience requests from departmental heads and supervisors that you initially did not work with. How might the new structure affect you and the behaviour of the team? Explain (10 marks)