



**PAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BHRM</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: OSB611S</b>	<b>COURSE NAME: ORGANISATIONAL BEHAVIOUR</b>
<b>SESSION: JULY 2019</b>	<b>PAPER: THEORY</b>
<b>DURATION: 2 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Ms. Elaine January-Enkali</b>
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<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. The paper consists of Section A, B and C. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

**THIS QUESTION PAPER CONSISTS OF 7 PAGES (Including this front page)**

**SECTION A**

**(20 marks)**

**Question 1** (Each multiple choice question carries one (1) mark)

Choose the correct answer to the questions that follow by indicating only the applicable letter (i.e. a, b, c, d, or e) in your answer book.

1. Which of the following values would be most likely to be considered a terminal value by Rokeach?
  - a) ambition
  - b) broad-mindedness
  - c) helpfulness
  - d) a sense of accomplishment
  - e) self-control
  
2. Penda has a small company that makes mustard. His local sales are low, and he wants to reach a wider, national clientele by getting on the Web, so he has placed an online ad for a Web designer and master. It is most likely that the majority of the job applicants will be from the \_\_\_\_\_ generation.
  - a) millennial
  - b) boomer
  - c) Xer
  - d) veteran
  - e) traditionalist
  
3. Which of the following is not true about our perceptions of a target?
  - a) Objects that are close together will be perceived together rather than separately.
  - b) Persons that are similar to each other tend to be grouped together.
  - c) Targets are usually looked at in isolation.
  - d) Motion, sounds, size, and other attributes of a target shape the way we see it.
  - e) Objects that are distant from one another will be perceived separately rather than as a group.

4. Whenever Beverley is successful she takes full credit for what has happened, but whenever she is unsuccessful she attributes her failure to being bewitched by one of her fellow employees. She is guilty of \_\_\_\_\_.
- a) fundamental attribution error
  - b) attribution bias
  - c) the halo effect
  - d) distinctiveness
  - e) self-serving bias
5. A committee is made up of 12 managers: three each from the sales, production, accounting, and human resources departments. They read a comprehensive study of the company they work for, and are asked which of its recommendations are most important. In discussion they find that the managers perceive that the most important recommendations are those concerning their own departments. This finding is most likely the result of what type of bias?
- a) selective perception
  - b) halo effect
  - c) Pygmalion effect
  - d) self-serving bias
  - e) projection
6. One of the shortcuts used to judge others involves evaluating a person based on how he/she compares to other individuals on the same characteristic. What is this shortcut called?
- a) selective perception.
  - b) contrast effects
  - c) the halo effect
  - d) prejudice
  - e) stereotyping
7. Tommy knows that the title insurance company made a mistake on his property title. Because of their mistake, his neighbour now has access to an easement road through his 25 acres of land. He can't use the acreage for pasture, because his neighbour insists that the gates remain open. The title company has offered a N\$40,000 settlement. Tommy has decided to take the settlement rather than possibly lose in court if he were to sue the title company for more money. Tommy's decision is based on \_\_\_\_\_.
- a) hindsight bias
  - b) availability bias

- c) risk aversion
  - d) randomness error
  - e) escalation of commitment
8. David's boss has just moved his software testing deadline up by two days. David was working overtime to complete the assignment with the previous deadline, but now he doesn't see how it will be physically possible to test every aspect of the software by the new deadline. As a result, David will have to cut corners and only test certain aspects of the product. He is sure there will be bugs that go unnoticed. David is a victim of which organizational constraint?
- a) performance evaluations
  - b) reward systems
  - c) historical precedents
  - d) formal regulations
  - e) system-imposed time constraints
9. What trait does a decision maker need to have if they are to fully appraise a problem and even see problems that others are not aware of?
- a) creativity
  - b) rationality
  - c) conceptual style
  - d) intuition
  - e) individuality
10. What is the term used for an individual's personal evaluation of their ability to perform?
- a) expectancy
  - b) autonomy
  - c) self-efficacy
  - d) task identity
  - e) auto-discrimination

## **Question 2**

### **True or False (Each question carries one (1) mark)**

- 2.1 The overall evidence on job enrichment generally shows that it increases satisfaction, reduces absenteeism, and reduces turnover costs.
- 2.2 Job enrichment increases the degree to which the worker controls the execution of company plans.

- 2.3 Evidence confirms there is no real difference between men and women when it comes to emotional reactions.
- 2.4 Displayed emotions are innate.
- 2.5 Several studies have shown that negotiators who fake anger in a negotiation can win an advantage over their opponents by doing so.
- 2.6 Marcia and Antonio work well together on projects because they both enjoy an energetic work environment. This is an example of surface-level diversity working for an employer.
- 2.7 If there is an inconsistency between an individual's attitude on a specific issue and his or her behaviour, there are only two courses of action available-alter the attitude or alter the behaviour.
- 2.8 Positive affect is a mood dimension consisting of excitement, self-assurance, and cheerfulness at one end and boredom, sluggishness, and tiredness at the other.
- 2.9 Individuals with Holland's "investigative" personality are well suited for careers as small business managers.
- 2.10 Instrumental values are preferable modes of behaviour, or means of achieving one's terminal values.

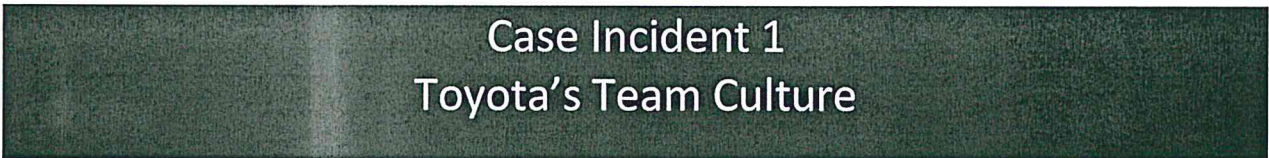
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**SECTION B**

**(18)**

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**Question 3**



**Case Incident 1  
Toyota's Team Culture**

Many companies proudly promote their team culture. At Toyota, the promotion seems sincere.

Teamwork is one of Toyota's core values, along with trust, continuous improvement, long-term thinking, standardization, innovation, and problem solving. The firm's value statement says the following: "To ensure the success of our company, each team member has the responsibility to work together, and communicate honestly, share ideas, and ensure team member understanding."

So how does Toyota's culture reflect its emphasis on teamwork?

First, although individualism is a prominent value in Western culture, it is deemphasized at Toyota. In its place is an emphasis on systems, in which people and products are seen as intertwined value streams and people are trained to be problem solvers so as to make the product system leaner and better.

Second, before hiring, Toyota tests candidates to ensure they are not only competent and technically skilled but also oriented toward teamwork—able to trust their team, be comfortable solving problems collaboratively, and motivated to achieve collective outcomes.

Third, and not surprisingly, Toyota structures its work around teams. Every Toyota employee knows the adage "All of us are smarter than any of us." Teams are used not only in the production process but also at every level and in every function: in sales and marketing, in finance, in engineering, in design, and at the executive level.

Fourth, Toyota considers the team to be the power center of the organization. The leader serves the team, not the other way around. When asked whether he would feature himself in advertisements the way other automakers had (most famously, "Dr. Z," Daimler's CEO Dieter Zetsche), Toyota USA's CEO, Yuki Funo, said, "No. We want to show everybody in the company. The heroes are not one single person."

## Questions

1. Do you think Toyota has succeeded because of its team-oriented culture, or do you think it would have succeeded without it? Give the reasons why you think it has succeeded? (9)
2. Explain why or why not you think you would be comfortable working in Toyota's culture? (3)
3. In response to the recession and the firm's first-ever quarterly loss, Toyota's managers accepted a 10 percent pay cut in 2009 to avoid employee layoffs. Do you think such a response is a good means of promoting camaraderie? Describe the risks in such a plan? (6)

**SECTION C**

**(62)**

**Question 4**

- 4.1 According to Two-Factor Theory, how might a manager motivate employees? (14)
- 4.2 Explain how flexible benefits can be linked to Vroom's expectancy theory? (7)
- 4.3 Briefly describe and classify four types of intellectual abilities and four types of physical abilities. (16)
- 4.4 Discuss the implications of group size on group's behaviour? (10)
- 4.5 Describe the Big Five personality dimension of emotional stability and explain how it can predict behaviour at work. (10)
- 4.6 Discuss the following biases/errors in decision-making. (5)
- Anchoring Bias
  - Hindsight bias
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