



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
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DURATION: 2 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. The paper consists of Section A, B and C. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

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. What is the major problem with the Myers-Briggs Type Indicator as a measure of personality?
 - a) It is very difficult to administer.
 - b) It forces a person to be categorized as either one type or another.
 - c) It does not include enough dimensions to differentiate all the variety of human personality.
 - d) It tends to overemphasize intuitive personality traits over analytical personality traits.
 - e) It is very difficult to accurately interpret.

2. During an annual review Mitchel made the following assertion: "When I look at myself and my performance I see that what I have achieved is outstanding and has, not surprisingly, won me the admiration and envy of most of my colleagues. I notice that everyone keeps talking about me; they are all just waiting to find out what triumph I will pull off next! In short, I don't just deserve a raise, but need one, since without me, let's face it, the place would simply fall apart." Which of the following is probably the best descriptor of Mitchel's personality?
 - a) Type A
 - b) external locus of control
 - c) high-self monitoring
 - d) narcissistic
 - e) high Mach

3. A & Z Company has redesigned the jobs of the workers in accounts receivables. Instead of simply billing customers, they are now responsible for what used to be management tasks, such as for following up on non-payment, determining when bills will be sent to a collection agency, and what accounts receivables can be written off as non-collectable. What term would best be used to describe how the company is enriching the job dimensions?
 - a) task combination
 - b) vertical job expansion
 - c) formation of natural work units
 - d) establishing client relationships

- e) opening feedback channels
4. Which of the following is not true?
- a) Theory Y aligns with the participative management style.
 - b) Employee involvement programs provide intrinsic motivation.
 - c) Theory X aligns with the autocratic management style.
 - d) Employee involvement is incompatible with two-factor theory.
 - e) Implementing decisions can help satisfy an employee's needs for achievement.
5. Brian was a star shortstop player in high school. He was drafted to a minor league and didn't go to college. Since playing professionally his performance has declined, and he is considering leaving baseball and applying to college. Brian's lack of motivation can be attributed to which theory?
- a) hierarchy of needs theory
 - b) theory X
 - c) reinforcement theory
 - d) self-determination theory
 - e) two factor theory
6. According to expectancy theory, the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual is known as what sort of relationship?
- a) performance-reward
 - b) effort-performance
 - c) rewards-personal goals
 - d) effort-satisfaction
 - e) performance-achievement
7. A researcher finds that people, who work in a fish processing plant, doing work that most people find extremely unpleasant, still have a positive mood about 60 percent of the time. Which of the following could most likely explain such a finding?
- a) the altered enhancement effect
 - b) self-elation
 - c) the fundamental attribution error
 - d) self-serving bias
 - e) positivity offset
8. Joseph was very excited about moving into his new office with a window, after four years of working in a cubicle. However, after moving in, he found that nothing had really

- changed. His level of work satisfaction remained the same. Which of the following explains what happened to Joseph?
- a) People tend to overestimate the pleasure they will receive from a future positive event.
 - b) People tend to overestimate the sadness they will feel when experiencing a future negative event.
 - c) People experience both positive and negative emotions differently.
 - d) People tend to do a good job of predicting how they're going to feel when something happens.
 - e) People experience both positive and negative emotions very differently.
9. Sidney's team is evaluating and developing the database for the water pollution data of three cities. He wants his team to have total efficacy. Which of the following actions can Sidney take to increase team efficacy before the project starts?
- a) plan an interpersonal retreat for members in which they must work together to achieve a goal
 - b) make sure that his team is not comprised of more than nine people
 - c) spend considerable time evaluating team members and allocating proper roles for each
 - d) provide training for the client's software and database training for the weakest team members
 - e) establish a rewards system based on individual achievement as well as group incentives
10. Your company is considering implementing work teams in your Vietnam facility. You should find this relatively easy because those employees will have strong _____ values.
- a) acculturation
 - b) collectivist
 - c) creative
 - d) cultural
 - e) capitalistic

Question 2

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

- 2.1 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.
- 2.2 There is no significant difference between the absenteeism rates of men and women.
- 2.3 Research has concluded that people seek consistency among their attitudes but not between their attitudes and behavior.
- 2.4 Organizational commitment is a better indicator of turnover than job satisfaction.
- 2.5 The chief advantage of the nominal group technique is that it permits the group to meet formally but does not restrict independent thinking, as does the interacting group.
- 2.6 If a group is highly cohesive, meaning that the members in the group are attracted to each other and desire to work together, they will be highly productive even with established low performance norms.
- 2.7 Janet keeps emotional distance from her coworkers and believes that the ends can justify the means. Janet would rate high in Machiavellianism.
- 2.8 Individuals with Holland's "investigative" personality are well suited for careers as small business managers.
- 2.9 One of the most expensive motivation programs is that which recognizes an employee's superior performance.
- 2.10 Piece-rate wages are a traditional form of variable pay compensation.

Question 3

Read the case study and answer the questions that follow.

Ethical Dilemma Dealing with Shirkers

We've noted that one of the most common problems in groups is social loafing, which means group members contribute less than if they were working on their own. We might call such individuals "shirkers"—those who are contributing far less than other group members.

Most of us have experienced social loafing, or shirking, in groups. And we may even admit to times when we shirked ourselves. We discussed earlier in the chapter some ways of discouraging social loafing, such as limiting group size, holding individuals responsible for their contributions, and setting group goals. While these tactics may be effective, in our experience, many students simply work around shirkers. "We just did it ourselves—it was easier that way," says one group member.

Consider the following questions for dealing with shirking in groups:

1. If group members end up "working around" shirkers, do you think this information should be communicated to the instructor so that individual's contribution to the project is judged more fairly? If so, does the group have an ethical responsibility to communicate this to the shirking group member? If not, isn't the shirking group member unfairly reaping the rewards of a "free ride"? (6)
2. Do you think confronting the shirking group member is justified? Does this depend on the skills of the shirker (whether he is capable of doing good-quality work)? (5)
3. Social loafing has been found to be higher in Western/Europe, more individualist nations, than in other countries. Do you think this means we should tolerate shirking on the part of U.S./European workers to a greater degree than if it occurred with someone from Asia/Africa? (4)

SECTION C

(65 marks)

Question 4

- 4.1 Most of the research in OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment. Explain the difference between these attitudes. (12)
- 4.2 Describe a workplace example of how people seek consistency among their attitudes and their behavior by reducing cognitive dissonance. Then, sort your example into the three main components of attitudes. (8)
- 4.3 Describe the Big Five personality dimension of emotional stability and explain how it can predict behavior at work. (10)
- 4.4 Explain what participative management is. Give some examples of its use in organizations. (6)
- 4.5 Define the psychological contract. Provide a workplace example of a high-status individual in conflict with the psychological contract. (12)
- 4.6 Name and explain the alternative model for temporary groups with deadlines. How are groups, characterized in this model? (12)
- 4.7 Describe a cross-functional team. (5)

