nAmIBIA UnIVERSITY
OF SCIEnCE AnD TECHnOLOGY
Faculty of Management Sciences

Department of Management

QUALIFICATION: Bachelor of Human Resources Management	
QUALIFICATION CODE: 07BHRM ; 21BHUR	LEVEL:
COURSE: Organisational Management	COURSE CODE: OSM612S
DATE: January 2019	SESSION: Paper 1
DURATION: 2 hours	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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MODERATOR:	Ms. M Sezuni

THIS QUESTION PAPER CONSISTS OF 6 PAGES
(Including this front page)

INSTRUCTIONS

1. Answer ALL the questions.
2. Write clearly and neatly.
3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

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

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

1.1 _____ orientation is the characteristic of organizational culture that addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization.

   a) Humanistic
   b) Community
   c) Team
   d) People
   e) Relationship

1.2 Jerry works for HLC publishing which is a publisher of scientific journals. The company is dominated by low risk taking and high attention to detail. Jerry's department is also committed to high team orientation and provides many team-building activities in which Jerry and other department members work together and socialize. Which of the following statements <u>best</u> describes Jerry's department?

   a) It represents the dominant culture.
   b) It does not include core values.
   c) It is a subculture sharing core values.
   d) The organizational culture is undefined.
   e) It has stability low.

1.3 High formalization in an organization creates all the following except _____.

   a) predictability
   b) cohesiveness
   c) orderliness
   d) consistency
   e) none of the above

1.4 All of the following are examples of rituals except _____.

   a) anniversary parties honouring long-time employees
   b) annual award meetings
   c) fraternity initiations
   d) the placement of offices within corporate headquarters
   e) singing company songs

1.5 Which of the following is not a criticism of the idea of the spiritual organizational culture?

2

a) there is very little research
b) work and religion should be separate
c) spirituality and profits aren't compatible
d) it helps people find purpose in work
e) there is no scientific foundation

1.6   Maureen's company needs to dramatically cut costs. Which of the following structural will help her immediately reduce costs?

a) doubling the span of control
b) decreasing the unity of command
c) increasing the chain of command
d) decentralizing management decisions
e) formalizing work processes

1.7   Which one of the following dichotomies of organizational structure specifically defines where decisions are made?

a) complexity/simplicity
b) formalization/informalization
c) centralization/decentralization
d) specialization/enlargement
e) affectivity/reflexivity

1.8   Alex is looking for a job. Today he went to the Web site of BKC Corp where he filled out an online application and attached a copy of his resume. In which part of the selection process is Alex?

a) physical selection
b) job offers
c) initial selection
d) contingent selection
e) substantive selection

1.9   The best way for an employer to find out if a potential employee can do a job is by _____.

a) using the interview process
b) using a written test
c) having them spend a day in the office
d) administering an IQ test
e) using a performance simulation test

1.10   Performance evaluations are used as a mechanism for all the following except _____.

a) monitoring the success of marketing strategies

b) promotions determining
c) pinpointing employees' skills
d) identifying training and development needs
e) providing feedback to employees

Question 2

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

2.1 One criticism of the Fiedler model concerns the fact that the logic underlying the model's questionnaire is <u>not</u> well understood.

2.2 Situational leadership theory has been well validated by research but not well received by practitioners because there are so many factors to examine.

2.3 High self-monitors are good at reading situations and molding their appearances and behavior.

2.4 Because of the coalition factor, the expert power of an individual within an organization is strengthened when another individual with the same job-related knowledge and skills is hired by the organization.

2.5 In third party negotiations, a consultant's role is not to settle the issues, but, rather, to improve relations between the conflicting parties so that they can reach a settlement themselves.

2.6 Negotiation is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about.

2.7 The matrix structure facilitates the allocation of specialists.

2.8 The primary characteristics of the virtual organization are that it is decentralized and has little or no departmentalization.

2.9 Management can create more ethical cultures through the following means: acting as visible role models, communicating ethical expectations, providing ethical training, visibly rewarding ethical acts and punishing unethical ones, and providing protective mechanisms.

2.10 Experience on the job tends to be positively related to work stress.

Repairing Jobs That Fail to Satisfy

Drain-Flow is a large residential and commercial plumbing maintenance firm that operates around in Northern Namibia. It has been a major player in residential plumbing for decades, and its familiar rhyming motto, "When Your Drain Won't Go, Call Drain-Flow," has been plastered on billboards since the 1980s.

Les Haifidi has been a regional manager at Drain Flow for about 2 years. She used to work for a newer competing chain, Lightning Plumber, that has been drawing more and more customers from Drain-Flow. Although her job at Drain-Flow pays more, Les isn't happy with the way things are going. She's noticed the work environment just isn't as vital or energetic as the environment she saw at Lightning.

Les thinks the problem is that employees aren't motivated to provide the type of customer service Lightning Plumber employees offer. She recently sent surveys to customers to collect information about performance, and the data confirmed her fears. Although 60 percent of respondents said they were satisfied with their experience and would use Drain-Flow again, 40 percent felt their experience was not good, and 30 percent said they would use a competitor the next time they had a plumbing problem.

Les is wondering whether Drain-Flow's job design might be contributing to its problems retaining customers. Drain-Flow has about 100 employees in four basic job categories: plumbers, plumber's assistants, order processors, and billing representatives. This structure is designed to keep costs as low as possible. Plumbers make very high wages, whereas plumber's assistants make about one-quarter of what a qualified plumber makes. Using plumber's assistants is therefore a very cost-effective strategy that has enabled Drain-Flow to easily undercut the competition when it comes to price. Order processors make even less than assistants but about the same as billing processors. All work is very specialized, but employees are often dependent on another job category to perform at their most efficient level.

Like most plumbing companies, Drain-Flow gets business mostly from the Yellow Pages and the Internet. Customers either call in to describe a plumbing problem or submit an online request for plumbing services, receiving a return call with information within 24 hours. In either case, Drain-Flow's order processors listen to the customer's description of the problem to determine whether a plumber or a plumber's assistant should make the service call. The job is then assigned accordingly, and a service provider goes to the location. When the job has been completed, via cell phone a billing representative relays the fee to the service rep, who presents a bill to the customer for payment. Billing representatives can take customers' credit card payments by phone or e-mail an invoice for online payment.

The most frequent complaints Les found in the customer surveys were about response time and cost, especially when the wrong person was sent to a job. A plumber's assistant cannot complete a more technically complicated job. The appointment must be rescheduled, and the customer's time and the staff's time have been wasted. The resulting delay often caused customers in these situations to decline further contact with Drain-Flow—many of them decided to go with Lightning Plumber. As a solution Les proposed, using cash rewards to improve performance among employees. She thinks if employees were paid based on work outcomes, they'd work harder to satisfy customers. Because it's not easy to measure how satisfied people are with the initial call-in, Les would like to give the order processors a small reward for every 20 calls successfully completed. For the hands-on work, she'd like to have each billing representative collect information about customer satisfaction for each completed call. If no complaints are made and the job is handled promptly, a moderate cash reward would be given to the plumber or plumber's assistant. If the customer indicates real satisfaction with the service, a larger cash reward would be provided.

Questions

3.1 Les has a somewhat vague idea about how to implement the cash rewards system. Describe some of the specific ways you would make the reward system work better.
(10)

3.2 Discuss the hiring recommendations you would make to find people better suited for these jobs?
(7)

SECTION C
(63 marks)

Question 4

4.1 Describe five of the seven tactics that change agents can use when dealing with resistance to change.
(10)

4.2 Describe at least two demography-based characteristics that have implications for organisational behaviour.
(13)

4.3 Discuss three different organisational practices that can be used to effectively manage diversity.
(10)

4.4 Provide three examples of defensive behaviours and explain why an employee would engage in this type of behaviour.
(10)

4.5 Describe the role of assessment centres in the employee selection process. (10)

4.6 Discuss the different steps in the negotiation process.
(10)