



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: OSB611S	COURSE NAME: ORGANISATIONAL BEHAVIOUR
SESSION: JULY 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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MODERATOR:	Ms. M Sezuni

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. Which of the following is true regarding the relationship between satisfaction and absenteeism?
 - a) There is a consistent positive relationship between the two.
 - b) There is a consistent negative relationship between the two.
 - c) There is a curvilinear relationship between the two.
 - d) When fairness is controlled for, there is a direct relationship between the two.
 - e) No relationship can be established between the two.

2. What is one way that emotions can be classified?
 - a) simple and complex
 - b) positive and complex
 - c) complex and negative
 - d) simple and negative
 - e) positive and negative

3. Which of the following is not true concerning cultural influences impacting emotions?
 - a) People from collectivistic cultures are more likely to interpret the emotions in a target person's facial expressions by examining the social context.
 - b) Subjects from individualistic cultures, such as the United States, interpret an individual's emotion by focusing on the person.
 - c) Recognition of some emotions does not appear to generalize across cultures.
 - d) Foreigners are sometimes better at recognizing emotions among the citizens in their adopted country than its citizens are.
 - e) Proud facial expressions are accurately recognized across many cultures.

4. Which of the following is an example of deep acting?
 - a) Sonet smiles at her cubicle neighbour when she walks by even though her behaviour annoys her.

- b) Andy tells his employee that he isn't doing a good job and that he needs to shape up.
 - c) Liz is worried about her sick dog but makes her morning sales calls with a smile.
 - d) David invites a co-worker that he doesn't like to lunch in the hopes of getting to know him better.
 - e) Xavier is angry at his boss so he calls in sick on Friday, the day the project is due, to get back at him.
5. Which dimension of the Big Five model refers to an individual's propensity to defer to others?
- a) conscientiousness
 - b) agreeableness
 - c) extroversion
 - d) feeling
 - e) emotional stability
6. 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
7. According to the job characteristics model, which of the following results in the maximum internal rewards for an individual?
- a) when they are given tangible rewards
 - b) when they learn that they personally have performed well on a task that they care about
 - c) when they initiate a program that enables them to work with a variety of like

minded colleagues

- d) when their training is realized, and their expectations are met
 - e) when they are singled out for praise for successfully completing an arduous task
8. Which of the following was the major finding of Zimbardo's simulated prison experiment?
- a) Status differences between groups will always result in conflict between those groups.
 - b) Group cohesiveness is so important that individuals will restrain their natural impulses to remain part of the group.
 - c) Individuals can rapidly assimilate new roles very different from their inherent personalities.
 - d) An individual's emotions and the behavioural responses to those emotions are congruent.
 - e) When given the opportunity, people will tend to act in an oppressive manner to those around them.
9. Which of the following is not a method to determine whether or not to use a team for a project?
- a) Determine the complexity of the work.
 - b) Analyse reward options.
 - c) Analyse the project's goals.
 - d) Determine interdependence of the task objectives.
 - e) Analyse the common purpose
10. Team members that help other team members should be rewarded for their efforts. Which of the following is not something that team members can do to help other team members?
- a) help resolve team conflicts

- b) train new colleagues
- c) share information
- d) master new skills
- e) create competition

Question 2

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

- 2.1 Work groups typically generate more positive synergy than do work teams.
- 2.2 In the punctuated-equilibrium model, the group's direction is re-examined frequently in the first half of the group's life and is likely to be altered.
- 2.3 In job rotation, the nature of the work performed is changed.
- 2.4 Participative management implies joint decision making and equal decision-making roles.
- 2.5 Individuals with a high need to achieve prefer job situations with personal responsibility, feedback, and an intermediate degree of risk.
- 2.6 The basic concepts underlying goal-setting theory and reinforcement theory are at odds.
- 2.7 The contrast effect suggests a candidate will be more highly evaluated if the previous interviews were also highly evaluated.
- 2.8 The justice criterion for decision making requires that individuals impose and enforce rules fairly and impartially so there is an equitable distribution of benefits and costs.
- 2.9 Janet keeps emotional distance from her coworkers and believes that the ends can justify the means. Janet would rate high in Machiavellianism.
- 2.10 A culture that rates high in power distance values equality and does not accept inequalities of power.

SECTION B

(16 marks)

Question 3

Case Incident 1

“DATA WILL SET YOU FREE”

To manage talent and prevent turnover, Freescale holds line managers accountable for recruiting, hiring, and retaining employees. To do that, managers need to project their talent needs into the future and reconcile those with projected availabilities. Patel provides line managers with census data that helps them make their Ford CEO Alan Mulally is known for starting meetings by saying “Data will set you free” and for trying to change Ford’s culture to one that is based on increased accountability, more information sharing, and hard metrics. “You can’t manage a secret,” he is also fond of saying. Although it’s not clear whether Mulally’s approach will work at Ford, which is known for its self-contained fiefdoms where little information is shared, some companies have found that managing people according to hard metrics has paid off. Consider Freescale Semiconductor, a computer chip manufacturer based in Austin, Texas.

Freescale has discovered that in order to have the right people at the right time to do the right job, it needs an extensive and elaborate set of metrics to manage its 24,000 employees in 30 countries. Of particular concern to Freescale is retention. “There’s no greater cost than human capital, especially in the technology industry,” says Jignasha Patel, Freescale’s director of global talent sourcing and inclusion. “When you’ve got a tenured employee that decides to walk out the door, it’s not just one person leaving, it’s that person’s knowledge and network and skills.”

projections, but at the end of the day, the responsibility is theirs. “What we have done is taken all of our inclusion data, all our metrics, and we’ve moved the accountability over to the business unit,” Patel says.

Patel also provides Freescale managers with benchmark data so they can compare their effectiveness with that of other units. The benchmark data include the number of people hired, turnovers, and promotions—and breakdowns by demographic categories. “There’s [a return on investment] for everything we do,” says Patel.

Questions

- 3.1 Why do you think Freescale focuses on metrics? Why don’t more organizations follow its approach? (5)
- 3.2 As a manager, would you want to be accountable for the acquisition and retention of employees you supervise? Why or why not? (5)
- 3.3 In general, what do you think are the advantages and limitations of such metrics? (6)

SECTION C

(64)

Question 4

- 4.1 Discuss whether employee satisfaction is related to positive customer outcomes. (10)
- 4.2 Describe the Big Five personality dimension of emotional stability and explain how it can predict behavior at work. (12)
- 4.3 Discuss some of the errors in perceptual judgment made by interviewers in job interviews. (11)
- 4.4 Differentiate motivators from hygiene factors. (10)
- 4.5 Name and explain the following variable-pay programs, piece-rate plans, profit-sharing plans, and gainsharing. (11)
- 4.6 Describe the relationship between cohesiveness and productivity? (10)