



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 6
COURSE CODE: OSB611S	COURSE NAME: ORGANISATIONAL BEHAVIOUR
SESSION: JULY 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr. Ehrenfried Tjivii Ndjoonduezu
MODERATOR:	Ms. M Sezuni

INSTRUCTIONS
The paper consists of Section A, B and C. Answer ALL the questions. Write clearly and neatly. Number the answers clearly.

PERMISSIBLE MATERIALS

Examination paper.

Examination script.

THIS QUESTION PAPER CONSISTS OF 8 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.

- 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 is 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

he/she compares to other individuals on the same characteristic. What is this short-cut called?

- a) selective perception.
- b) contrast effects
- c) the halo effects
- 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

- 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.

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.

Section B

(13 marks)

Question 3

1.

Case Incident 2

Thanks for Nothing

Though it may seem fairly obvious that receiving praise and recognition from one's company is a motivating experience, sadly many companies are failing miserably when it comes to saying "thanks" to their employees. According to Curt Coffman, global practice leader at Gallup, 71 percent of U.S. workers are "disengaged," essentially meaning that they could care less about their organization. Coffman states, "We're operating at one-quarter of the capacity in terms of managing human capital. It's alarming." Employee recognition programs, which became more popular as the U.S. economy shifted from industrial to knowledge-based, can be an effective way to motivate employees and make them feel valued. In many cases, however, recognition programs are doing "more harm than good" according to Coffman.

Take Ko, a 50-year-old former employee of a dot-com in California. Her company proudly instituted a rewards program designed to motivate employees. What were the rewards for a job well-done? Employees would receive a badge which read “U Done Good” and, each year, would receive a T-shirt as a means of annual recognition. Once an employee received 10 “U Done Good” badges, he or she could trade them in for something bigger and better—a paperweight. Ko states that she would have preferred a raise. “It was patronizing. There wasn’t any deep thought involved in any of this.” To make matters worse, she says, the badges were handed out arbitrarily and were not tied to performance. And what about those T-shirts? Ko

states that the company instilled a strict dress code, so employees couldn’t even wear the shirts if they wanted to. Needless to say, the employee recognition program seemed like an empty gesture rather than a motivator.

Even programs that provide employees with more expensive rewards can backfire, especially if the rewards are given insincerely. Eric Lange, an employee of a trucking company, recalls the time when one of the company’s vice presidents achieved a major financial goal for the company. The vice president, who worked in an office next to Lange, received a Cadillac Seville as his company car and a new Rolex wristwatch that cost the company \$10,000. Both were lavish gifts, but the way they were distributed left a sour taste in the vice president’s mouth. He entered his office to find the Rolex in a cheap cardboard box sitting on his desk, along with a brief letter explaining that he would be receiving a 1099 tax form in order to pay taxes on the watch. Lange states of the vice president, “He came into my office, which was right next door, and said, ‘Can you believe this?’” A mere 2 months later, the vice president pawned the watch. Lange explains, “It had absolutely no meaning for him.”

Such experiences resonate with employees who may find more value in a sincere pat on the back than gifts from management that either are meaningless or aren’t conveyed with respect or sincerity. However, sincere pats on the back may be hard to come by. Gallup’s poll found that 61 percent of employees stated that they haven’t received a sincere “thank you” from management in the past year. Findings such as these are troubling, as verbal rewards are not only inexpensive for companies to hand out but also are quick and easy to distribute. Of course, verbal rewards do need to be paired sometimes with tangible benefits that employees value—after all, money talks. In addition, when praising employees for a job well-done, managers need to ensure that the praise is given in conjunction with the

also know what actions to take to be rewarded in the future.

Questions

1. If praising employees for doing a good job seems to be a fairly easy and obvious motivational tool, why do you think companies and managers don't often do it? (4)
2. As a manager, what steps would you take to motivate your employees after observing them perform well? (6)
3. Are there any downsides to giving employees too much verbal praise? What might these downsides be and how could you alleviate them as a manager?(3)

SECTION C

(67)

Question 4

- 4.1 Discuss some of the errors in perceptual judgement made by interviewers in job interviews. (10)
- 4.2 Define conformity. Explain the relationship that conformity has with deviant work behaviour? (10)
- 4.3 Deshi is upset with her supervisor because she was denied her requested vacation days, which were given to another worker. She is experiencing a very low level of job satisfaction, but cannot afford to quit her job. Describe three negative, passive responses that Deshi might take due to her dissatisfaction. Imagine that her manager actively catches her in a manifestation of workplace deviance. Predict the outcome of Deshi's behaviour. (1 0)
- 4.4 Explain how stereotyping can cause problems for some managers when making ethical decisions. Provide an example. (8)
- 4.5 Describe the relationship between cohesiveness and productivity? (8)
- 4.6 Describe the Big Five personality dimension of emotional stability and explain how it can predict behaviour at work. (9)
- 4.7 According to Two-Factor Theory, how might a manager motivate employees? (12)