



**NAMIBIA 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: 6</b>
<b>COURSE CODE: OSB611S</b>	<b>COURSE NAME: ORGANISATIONAL BEHAVIOUR</b>
<b>SESSION: JUNE 2019</b>	<b>PAPER: THEORY</b>
<b>DURATION: 2 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION PAPER</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 9 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. Janice is not getting the results she needs from her data base administration team. She believes that part of the problem is that they are a virtual team and that they aren't communicating well. Which of the following is not something that Eva should do to create an effective virtual team?
  - a) Establish trust among the members
  - b) Allow more independence among members.
  - c) Monitor progress closely.
  - d) Send team results to each other.
  - e) Publicize team successes company wide
  
2. Upon adjournment of the team meeting, Jason immediately went to his work space and wrote an e-mail summarizing the new ideas and goals that the team has developed. He sent the e-mail to each team member, as well as to other teams that will eventually work on the material, and all related supervisors. At lunch in the cafeteria Lawrence chatted with his friends about the meeting and responded to some of their concerns about the new ideas. Which team role best characterizes Jason?
  - a) maintainer
  - b) promoter
  - c) controller
  - d) creator
  - e) adviser
  
3. Your boss never gives you the benefit of the doubt. When you arrived late from lunch, he assumed that you had simply taken too much time. He never considered that the

elevators were out of order and you had to walk up 10 flights of stairs. Your boss is guilty of \_\_\_\_\_.

- a) self-serving bias
- b) selective perception
- c) fundamental attribution error
- d) inconsistency
- e) stereotyping

4. You are part of a group making a decision about whether it is appropriate to discontinue research on a new drug. This new drug would save lives, but it is uncertain whether you can develop it within a reasonable time frame and at a reasonable cost. Your firm has already spent a small fortune on this drug. You have gathered so much information in preparation to making the decision that you are unable to sort the good information from the superfluous data. You just feel that this project has merit.

What form of decision making are you using if you decide to continue the project on the basis that the project has merit?

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- a) compulsive
  - b) intuitive
  - c) rational
  - d) satisfying
  - e) compelling

5. Helena is an office worker who processes health insurance forms. She has worked at her present job for three years. Initially she was criticized by her supervisor for sloppy work, but in the months after that improved considerably. Now she consistently processes her forms without errors and above quota. However, she has found her supervisor has not

responded to the extra effort she puts in, giving her no praise and no financial reward. Helena will most likely perceive that there is a problem in which of the following relationships

- a) rewards-personal goals
- b) performance-reward
- c) effort-performance
- d) rewards-effort
- e) rewards-effort

6. Which of the following statements would likely be true?

- a) When the working conditions are improved, employees will be satisfied.
- b) The relationship with the supervisor is a motivation factor.
- c) Fixing the conditions that make the employees dissatisfied will not make them satisfied.
- d) Employees are dissatisfied due to lack of recognition.
- e) The major reason for dissatisfaction is probably the nature of the work itself.

7. Early studies of organizational citizenship behavior (OCB) assumed that it was closely linked with satisfaction. More recent evidence suggests that satisfaction influences OCB, but through perceptions of \_\_\_\_\_.

- a) fairness
- b) consistency
- c) productivity
- d) leadership ability
- e) out marketing

8. Which of the following statements is not true?

- a) Satisfied employees increase customer satisfaction and loyalty.
- b) Dissatisfied customers can increase an employee's job dissatisfaction.
- c) In service organizations, customer retention and defection are highly dependent on how front-line employees deal with customers.
- d) Satisfied employees are likely to be more productive.
- e) The most effective way to improve job satisfaction is a raise in pay.

9. The manager at a construction site observes that he is spending a great deal of time interviewing prospective employees. This is due to the large amount of absenteeism and turnover among his skilled workers. On questioning exiting employees he discovers that many of them quit because they feel the work place is too dangerous. In particular, several foremen have stated that the need to get the job done quickly is more important than a few rules, and have gone as far as to mock the courage of workers who question this attitude.

What is not a dependent variable that the manager wishes to resolve in this case?

- a) Turnover
- b) Absenteeism
- c) Productivity
- d) job satisfaction
- e) the skill level of his workers

10. Some researchers doubt the existence of emotional intelligence. Which of the following is an argument they use against it?

- a) EI assumes that decisions made emotively are superior to those made dispassionately.
- b) Emotions cannot be measured by testing as can be done for personality or intelligence.

- c) The tests used to measure EI are too simplistic in what they define as right and wrong answers.
- d) The concept of EI is as broad and variegated as to render it effectively meaningless.
- e) People with high EI appear to be high performers in the eyes of others rather than in reality.

## **Question 2**

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

- 2.1 Participative management implies joint decision making and equal decision-making roles.
- 2.2 If one is interested in changing employee attitudes or in improving organizational performance, representative participation would be a good choice.
- 2.3 An individual's overall abilities are essentially made up of three sets of factors: thinking, reasoning, and problem solving.
- 2.4 Stamina, flexibility, and strength are dimensions of physical ability.
- 2.5 Moses is very prone to experiencing emotions in a much stronger manner than most other people. Things that wouldn't provoke any significant emotional response in the average person often send him into fits of happiness, anger, or depression. Moses has a high level of affect intensity.

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- 2.6 Affective events theory demonstrates that employees react emotionally to things that happen to them at work and that this reaction influences their job performance and satisfaction.

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- 2.7 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.
- 2.8 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.
- 2.9 Jenny keeps emotional distance from her co-workers 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.

Question 3

Decision-Making Processes at Okalongo Steel Inc.

Josef Kavita and Jacky Imbili are both employees of Okalongo Steel Incorporated. The company counts more than 1500 employees and has a presence in almost all Southern African Development Community (SADC) countries. Okalongo Steel Inc. transforms bulk steel into smaller components, ready to be used in consumer products. Products range from toy parts to food cans. Like most steel companies, Okalongo Steel Inc. is a traditional company characterized by a low level of flexibility and high levels of bureaucracy. The company has several branches and subsidiaries located all over SADC in order to stay close to its customers.

The decision-making processes at Okalongo Steel Inc. are crucial to the company's operations. Once a customer (new or existing) approaches the firm, decision making has to happen at a quick pace. Obviously, decisions with regard to level of customization speed of manufacturing, and prices determine which of the competing companies gets the order. When making a proposal, a huge number of factors must be considered. Not only does all internal information have to be considered, but external information such as competitors' proposals also must be taken into account. If Okalongo Steel Inc. takes too long to deliver a clear proposal, cannot deliver the demanded products fast enough, or bids too high, competitors will seal the deal.

Although Okalongo Steel Inc. has gone through some changes, the bureaucratic structure still has a big impact on the jobs of both Kavita and Imbili. Josef Kavita is a manager at a subsidiary in South Africa. In formulating a proposal or bid for a customer's order, he can be characterized as a very rational person. Although he takes somewhat longer than his colleagues to do similar work, he has always secured a lot of customer orders and is therefore considered a very successful manager within the company. However, Okalongo Steel Inc.'s success in recent years has affected his decision making. He now drafts a proposal faster, but he also considers less information. In some cases, he even takes competitor prices as a starting point and simply adapts those a little. Still, the change doesn't seem to harm his performance, and orders keep coming in.

Jacky Imbili, located at a branch in Angola, performs the same job as Kavita. However, Imbili is very unsuccessful lately. Of course he makes rational decisions, but he also includes a fair share of intuition. Although often criticized, Imbili is not willing to let go of his intuition. He truly believes that external factors contributed to his bad performance. Subordinates have also started to talk about Imbili's possible incompetence. Top management has looked at Kavita's success and now wonders whether to impose that style on Jacky.

### Questions

- 3.1 Indicate biases in decision making in the performances of both Kavita and Imbili? (4)
- 4.2 Is rational decision making better than intuitive decision making? If so, when? (4)
- 4.3 Solutions to most decisions in organizations are not as obvious and straight forward. In such cases, organizations make use of bounded rationality model. Discuss? (10)

### Section C

(62 marks)

#### Question 4

- 4.1 Explain how participative management can enhance skill variety, task identity, and autonomy as described in the Job Characteristics Model (JCM). (7)
- 4.2 The rational decision-making model contains a number of assumptions. Briefly discuss those assumptions. (12)
- 4.3 Describe the two types of psychological contracts in work relationships and the types of trust associated with each. (5)
- 4.4 Describe organizational factors that might constrain decision makers and give a work related examples of each? (15)
- 4.5 Describe what is meant by the terms "person-job fit" and "person-organization fit." (8)



4.6 Describe the Big Five personality dimension of emotional stability and explain how it can predict behaviour at work. (10)

4.7 Ricky is the CEO of a small corporation that is suffering from high turnover and low employee satisfaction of its new hires. In a meeting with his HR manager, it is indicated to Ricky that the workforce is composed of mostly older, White, males. Explain why this could be a basis for Ricky's HR problems, and what are some possible recruiting solutions that Ricky could implement?

(5)