



**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: JUNE 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr. Ehrenfried Tjivii Ndjonduezu
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 6 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. Exclusion and incivility are difficult forms of discrimination to root out because _____.
 - a) they are only inflicted by upper management
 - b) they are impossible to observe and may occur unintentionally
 - c) victims suffer less than victims of other types of discrimination
 - d) exclusion and incivility are not forms of unfair discrimination
 - e) management often disregards this type of discrimination

2. Mrs. Johannes is coming to you for an explanation of why she is so uncomfortable. You might refer her to the theories of _____.
 - a) Hofstede
 - b) Maslow
 - c) Skinner
 - d) Festinger
 - e) Surber

3. 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.

4. People giving different responses to identical emotion-provoking stimuli is a result of _____.
 - a) intensity

- b) consensus
 - c) consistency
 - d) pervasiveness
 - e) personality
5. According to a recent poll, people are getting _____ sleep than they did in the past.
- a) more
 - b) less
 - c) higher quality
 - d) deeper
 - e) lighter
6. What does the Myers-Briggs Type Indicator classification of "E or I" stand for?
- a) extroverted/intuitive
 - b) emotional/introverted
 - c) extroverted/introverted
 - d) emotional/intuitive
 - e) sane/reflective
7. What is the most relevant application of perception concepts to OB?
- a) the perceptions people form about each other
 - b) the perceptions people form about their employer
 - c) the perceptions people form about their culture
 - d) the perceptions people form about society
 - e) the perceptions people form about external reality
8. How would a Theory X manager view employees?
- a) seeking responsibility
 - b) needing to be coerced to achieve goals
 - c) viewing work as a normal daily activity
 - d) exercising self-control
 - e) not motivated by rewards

9. Employees who band together to seek improved working conditions form a(n) _____ group.
- a) union
 - b) support
 - c) interest
 - d) work
 - e) emancipated
10. Which of the following types of teams would most likely be assembled to improve the efficiency of a company's production process?
- a) cross-functional
 - b) problem-solving
 - c) self-managed
 - d) virtual
 - e) co-evolving

Question 2

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

- 2.1 Membership on virtual teams is usually restricted to employees living within the same country.
- 2.2 When managers initiate and oversee new projects that will improve their organization's performance, they are acting in the capacity of an entrepreneur, which is an example of an informational role.
- 2.3 Command and task groups are dictated by formal organization, whereas interest and friendship groups are not.
- 2.4 As group performance increases with group size, the addition of new members to the group has positive effects on productivity.
- 2.5 An employee in a gainsharing plan can receive incentive awards even if the organization isn't profitable.

- 2.6 People who sell peanuts at informal markets and keep N\$ 25 for every bag of peanuts they sell are being paid piece-rate wages.
- 2.7 An individual's expectations have little effect on perception.
- 2.8 Instrumental values are preferable modes of behavior or means of achieving one's terminal values.
- 2.9 People tend to be in their best moods on Sunday.
- 2.10 Deep acting is hiding feelings by modifying facial expressions.

SECTION B

(15 marks)

Question 3

Ethical Dilemma

Pressure To Be a Team Player

"O.K., I admit it. I'm not a team player. I work best when I work alone and am left alone," says Sakaria Shikongo.

Sakaria's employer, an office furniture manufacturer, recently reorganized teams. All production in the company's Oshikango factory is now done in teams. And Sakaria's design department has been broken into three design teams.

"I've worked here for four (4) years. I'm very good at what I do. And my performance reviews confirm that. I've scored 96 percent or higher on my evaluations every year I've been here. But now everything is changing. I'm expected to be part of our modular office design team. My evaluations and pay raises are going to depend on how well the team does. And, get this, 50 percent of my evaluation will be on how well I facilitate the performance of the team. I'm really frustrated and demoralised. They hired me for my design skills. They knew I wasn't a social type. Now they're forcing me to be a team player. This doesn't play to my strengths at all."

Questions

- 3.1 Is it unethical for Sakaria's employer to force him to be a team player? (5)

- 3.2 Is his firm breaking an implied contract that it made with him at the time he was hired? (4)
- 3.3 Does this employer have any responsibility to provide Sakaria with an alternative that would allow him to continue to work independently? (6)

SECTION C

(65)

Question 4

- 4.1 Opal, a valuable employee in the accounting department, has just been diagnosed with a degenerative optical disease. Within a few years, she will be legally blind. Prepare a list of steps that her employer can take to adapt to the work environment to accommodate her disability. (6)
- 4.2 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)
- 4.3 Briefly explain the arguments for emotional intelligence. (9)
- 4.4 Which Big Five dimensions would you compare a self-monitoring personality? Explain how they are similar and different. (12)
- 4.5 Explain how participative management can enhance skill variety, and autonomy as described in the Job Characteristics Model (JCM). (9)
- 4.6 Describe the relationship between cohesiveness and productivity. (9)
- 4.7 The team effectiveness model identifies four categories of key components making up effective teams. Explain these four categories. (8)