



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
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DURATION: 2 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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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 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.

Question 1

(10)

1. Mary loves to visit a new country every year. Her hobbies are visiting museums, painting, traveling, and learning new languages. Which dimension of the Big Five model best describes Mary, according to her hobbies?
 - a) extroversion
 - b) agreeableness
 - c) conscientiousness
 - d) openness to experience
 - e) emotional stability

2. During an annual review Tangeni 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 Tangeni's personality?
 - a) Type A
 - b) external locus of control
 - c) high-self monitoring

- d) narcissistic
 - e) high Mach
3. Which of the following terms describes basic convictions that "a specific mode of conduct or end state of existence is personally or socially preferable to an opposite mode of conduct"?
- a) values
 - b) attitudes
 - c) convictions
 - d) preferences
 - e) affectual preferences
4. Ndangi loves sales. He has been a stellar sales person since he was 12. Recently he was awarded a full paid trip for two to Mauritius for breaking a company sales record. Ndangi is so motivated to work; he has set a new goal to break his old record in the coming year. Taking into account self-determination theory, why did the company recognition and award, an extrinsic reward, motivate Ndangi?
- a) The reward was seen as a coercive method of increasing sales and motivated Ndangi to prove himself intrinsically.
 - b) The reward increased Ndangi's sense of competence by providing feedback that improved his intrinsic motivation
 - c) The reward was imposed to work toward a standard that Ndangi could not believe in and his intrinsic motivation suffered.
 - d) The reward increased Ndangi's sense of competence by providing feedback that diminished his intrinsic motivation.
 - e) The reward decreased Ndangi's sense of competence by providing feedback, improved his intrinsic motivation, be unaware of the goals and deadlines.
5. Some MBO programs fail to live up to expectations. Which of the following is not a

common reason that MBO programs fail?

- a) They allow lower-unit managers to participate in setting their own goals.
 - b) There are cultural incompatibilities.
 - c) There are unrealistic expectations regarding results.
 - d) There is a lack of commitment by top management.
 - e) There is an unwillingness or inability by management to reward goal accomplishment
6. If operant behavior is influenced by the reinforcement or lack of reinforcement brought about by its consequences, positive reinforcement _____.
- a) weakens a behavior and decreases the likelihood it will be repeated
 - b) weakens a behavior and increases the likelihood it will be repeated
 - c) strengthens a behavior and increases the likelihood it will be repeated
 - d) strengthens a behavior and decreases the likelihood it will be repeated
 - e) does not have a lasting effect on behavior
7. What term is used for the tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others?
- a) fundamental attribution error
 - b) self-serving bias
 - c) selective perception
 - d) consistency
 - e) actor bias
8. BJ Enterprises won a bid on a small programming project for N\$ 26,000. The client recently changed the project specifications, and when BJ Enterprises explained that the new work could not be included in the price of the original bid because it involves completely changing the already written code, the client got angry and said, "I'm only asking you to add one thing! You're charging me N\$ 30,000 and you can't do this one thing?" BJ Enterprises' client is engaging in _____.
- a) overconfidence bias

- b) confirmation bias
 - c) anchoring bias
 - d) availability bias
 - e) escalation commitment
9. Peter knows that the title insurance company made a mistake on his property title. Because of their mistake, his neighbor now has access to a passage road through his back 25 hectares. He can't use these surplus hectares for pasture, because his neighbor insists that the gates remain open. The title company has offered a N\$ 40,000 settlement. Peter has decided to take the settlement rather than possibly lose in court if he were to sue the title company for more money. Peter's decision is based on _____.
- a) hindsight bias
 - b) availability bias
 - c) risk aversion
 - d) randomness error
 - e) escalation of commitment
10. 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
 - d) formal regulations
 - e) system-imposed time constraints

Question 2: True/False

(10 marks)

- 2.1 High self-monitors tend to pay less attention to the behavior of other people than do low self monitors.
- 2.2 Instrumental values are preferable modes of behavior, or means of achieving one's terminal values.
- 2.3 Veterans tend to be more loyal to their country and less loyal to their employer.
- 2.4 Distributive justice refers to the perceived fairness of the process used to determine the distribution of rewards.
- 2.5 Equity theory proposes that equity tension is the negative tension state which provides the motivation to do something to correct it.
- 2.6 Theory X assumes that human beings are inherently good.
- 2.7 Jason continues to put money into car repair even though he knows the car is a "lemon." This is an example of the availability bias.
- 2.8 The halo effect occurs because it is impossible for us to assimilate everything we see.
- 2.9 Giving an attribution an external causation means you assume that the individual is responsible for his or her own behaviour.
- 2.10 The relationship of a target to its background influences our perception of that target.

Question 3

Case Incident 2 Bullying Bosses

“It got to where I was twitching, literally, on the way into work,” states Carrie Clark, a 52-year-old retired teacher and administrator. After enduring 10 months of repeated insults and mistreatment from her supervisor, she finally quit her job. “I had to take care of my health.”

Though many individuals recall bullies from their elementary school days, some are realizing that bullies can exist in the workplace as well. And these bullies do not just pick on the weakest in the group; rather, any subordinate in their path may fall prey to their torment, according to Dr. Gary Namie, director of the Workplace Bullying and Trauma Institute. Dr. Namie further says workplace bullies are not limited to men—women are at least as likely to be bullies. However, gender discrepancies are found in victims of bullying, as women are more likely to be targets.

What motivates a boss to be a bully? Dr. Harvey Hornstein, a retired professor from Teachers College at Columbia University, suggests that supervisors may use bullying as a means to subdue a subordinate that poses a threat to the supervisor’s status. Additionally, supervisors may bully individuals to vent frustrations. Many times, however, the sheer desire to wield power may be the primary reason for bullying.

What is the impact of bullying on employee motivation and behavior? Surprisingly, even though victims of workplace bullies may feel less motivated to go to work every day, it does not appear that they discontinue performing their required job duties. However, it does appear that victims of bullies are less motivated to perform extra-role or citizenship behaviors. Helping others, speaking positively about the organization, and going beyond the call of duty are behaviors that are reduced as a result of bullying. According to Dr. Bennett Tepper of the University of North Carolina, fear may be the reason that many workers continue to perform their job duties. And not all individuals reduce their citizenship behaviors. Some continue to engage in extra-role behaviors to make themselves look better than their colleagues.

What should you do if your boss is bullying you? Don’t necessarily expect help from coworkers. As Emelise Aleandri, an actress and producer from New York who left her job after being bullied, stated, “Some people were afraid to do anything. But others didn’t mind what was happening at all, because they wanted my job.” Moreover, according to Dr. Michelle Duffy of the University of Kentucky, coworkers often blame victims of bullying in order to resolve their guilt. “They do this by wondering whether maybe the person deserved the treatment, that he or she has been annoying, or lazy, they did something to earn it,” states Dr. Duffy. One example of an employee who observed this phenomenon firsthand is Sherry Hamby, who was frequently verbally abused

by her boss and then eventually fired. She stated, "This was a man who insulted me, who insulted my family, who would lay into me while everyone else in the office just sat there and let it happen. The people in my office eventually started blaming me."

What can a bullied employee do? Dr. Hornstein suggests that employees try to ignore the insults and respond only to the substance of the bully's gripe. "Stick with the substance, not the process, and often it won't escalate," he states. Of course that is easier said than done.

Questions

- 3.1 Of the three types of organizational justice, which one does workplace bullying most closely resemble? (4)
- 3.2 What aspects of motivation might workplace bullying reduce? For example, are there likely to be effects on an employee's self-efficacy? If so, what might those effects be? (6)
- 3.3 What factors do you believe contribute to workplace bullying? Are bullies a product of the situation, or are they flawed personalities? What situations and what personality factors might contribute to the presence of bullies? (6)

SECTION C

(64)

Question 4

- 4.1 Describe what employee involvement is and why it is important. Give two examples. (10)
- 4.2 Discuss strengths of group decision making. (6)
- 4.3 Explain the impact of affective events theory on emotional reactions. (14)
- 4.4 Discuss the implications of group size on group's behaviour? (10)
- 4.5 Explain how flexible benefits can be linked to Vroom's expectancy theory. (7)
- 4.6 Discuss the following biases/errors in decision-making. (5)
- Anchoring Bias
 - Hindsight bias
- 4.7 Discuss diversity in a global context. How does cultural diversity affect team building? (8)
- 4.8 Explain what self-efficacy is and give a work related example? (4)

