



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 6
COURSE CODE: OSM612S	COURSE NAME: ORGANISATIONAL MANAGEMENT
SESSION: NOVEMBER 2022	PAPER: THEORY
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 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.

1.1 Nicola has been charged with the task of evaluating two employees for possible promotions. She is interested in learning which employee has the most effective leadership skills. One of the employees is assigned to Team B, and the other is assigned to Team C. Which network structure should Nicola choose for these teams if she wishes to place the two employees in clear leadership positions on the teams?

- a) wheel
- b) chain
- c) concentric
- d) all-channel
- e) diverse

1.2 The mistakes committed by the sales staff suggest that sales personnel are probably experiencing which of the following as a result of their intensive training?

- a) filtering
- b) lack of feedback
- c) information overload
- d) defensiveness
- e) selective perception

Carolina and Saara are faculty members at a local college who feel very differently about their academic dean. Carolina believes that he is always engaging in political activity that is not in the best interests of the college. She describes him as a man who passes the buck and who is scheming and arrogant. Saara believes that the dean is an effective manager.

1.3 Saara's label for what Carolina describes as "passing the buck" might be _____.

- a) delegating authority
- b) showing responsibility
- c) encouraging dependency
- d) demonstrating conscientiousness
- e) facilitating cooperation

1.4 Saara sees the dean as always paying careful attention to detail. Carolina would most likely describe the dean instead as _____.

- a) overachieving

- b) ambitious
- c) opportunistic
- d) cunning
- e) a perfectionist

Matthew is a new divisional manager. In reorganizing his division, he must make some decisions regarding the span of control for management within his division.

1.5 The question of span of control determines _____.

- a) who reports to whom
- b) the number of levels and managers an organization has
- c) where decisions are made
- d) how jobs will be grouped
- e) how employees will be compensated

1.6 You describe to your students a new committee within the university that brings together specialists from all different departments to develop a new interdisciplinary program. The structure probably best meets the definition of the _____.

- a) matrix structure
- b) expert structure
- c) boundary-less structure
- d) virtual structure
- e) organizational pyramid

1.7 You assign your students a project that involves developing a business plan for a retail store. The store will have 200 employees and will serve customers both locally and internationally via a storefront and an Internet catalogue. Which of the following organizational designs is least likely to benefit the goals of this retail store?

- a) matrix
- b) virtual
- c) bureaucracy
- d) team
- e) simple

You have recently gone to work for Ehafelo Pamwe, Inc., a medium-sized firm that provides temporary workers for organizations who are outsourcing such functions as accounting, marketing, and training and development. Most Ehafelo Pamwe employees are highly trained and could work at almost any company of their choosing. Many employees work part-time or job share so that they can have more control over how their time is spent. Ehafelo Pamwe has

instituted many family-friendly programs in order to attract and keep these talented people.

- 1.8 Which of the following programs is Goodvibes likely to have instituted?
- a) child care
 - b) elder care
 - c) relocation assistance
 - d) all of the above
 - e) none of the above
- 1.9 You are implementing self-managed teams and quality-management programs. It would be important to conduct training in _____.
- a) basic literacy
 - b) technical skills
 - c) interpersonal skills
 - d) problem solving
 - e) interdependence
- 1.10 Your organization has reduced layers, flattening the organization. Your employees now need to perform a wider variety of tasks. As a result, you need to provide employees with training to help develop their _____ skills.
- a) basic literacy
 - b) technical
 - c) interpersonal
 - d) problem solving
 - e) none of the above

Question 2

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

- 2.1 Holding a management position is an important step toward becoming a leader in an organization.
- 2.2 If behavioural theories of leadership are valid, selection of leaders should focus on length of experience an individual has obtained in the right situations.
- 2.3 Taken as a whole, tests of the overall validity of the Fiedler model tend to support substantial parts of the model.
- 2.4 One common ingredient in organizations that successfully create functional conflict is that they reward dissent and punish conflict avoiders.

- 2.5 The traditional view toward conflict seeks to retain the functional conflict in a group.
- 2.6 All organizations within an industry use the terminology designated by the industry so that their employees can move freely from organization to organization.
- 2.7 The stage of socialization where an individual confronts the possible dichotomy between her expectations and reality is the encounter stage.
- 2.8 Evidence shows that spirituality and profits may be compatible objectives.
- 2.9 By definition, all political behaviour is considered an illegitimate activity.
- 2.10 Rational persuasion is the only power tactic that is effective across all organizational levels.

SECTION B

(19)

Question 3

Case Incident

JOHNNY'S HARDWARE WHOLESAL

Johnny's Hardware Wholesale (JHW)

This case focuses on the organizational culture of Johnny's Hardware Wholesale. Primary emphasis is placed on how Jason's Hardware Wholesales' culture developed and how it has been maintained. The roots of JHWs' culture date back to Johnny Shindi , who instilled the now famous "Saturday Morning Meeting" at his Swakopmund's based hardware. During these meetings, Shipee encouraged his employees to offer suggestions for improvement and empowered them to follow through on those suggestions that he thought were worth pursuing. The Saturday Morning Meeting has continued at Johnny's Hardware Wholesale despite its growth into one of the largest corporations in Namibia. Discussion could focus on how JHW's culture has been maintained over the years, with special emphasis on the importance of the Saturday Morning Meeting. In addition to the Saturday Morning Meeting serving as a company ritual, discussion could also focus on how the company chant serves as a cultural maintenance tool.

A discussion of the strength of JHW's culture relates to the notion of core values, which have been instrumental in sustaining its culture over the years. Perhaps as a partial result of this sharing of core values, JHW is able to respond quickly to changes in the market place, as evidenced by the anecdote about the poker sets. In addition, the attraction-selection-attrition

model could be applied to Johnny's Hardware Wholesale, as it may explain some of the similarities among JHW's managers – thus leading to a tight-knit culture.

Finally, although JHW's culture undoubtedly has been strength, discussion could also focus on how it could be a weakness. The original practices and ideas of Johnny Shindi may not fit in today's business environment, so maintaining JHW's culture may be detrimental to its growth. Moreover, increased public scrutiny may be pressuring Johnny's Hardware Wholesale to change its old practices.

Questions

1. According to the textbook, there are seven primary characteristics that capture the essence of an organization's culture. How would you describe JHW culture using these seven characteristics? (10)
2. Based on this case, would you characterize JHW culture as strong or weak? Why? How might JHW culture contribute to its long-term performance? (5)
3. What are some aspects of JHW culture that have persevered, but yet may be disadvantageous in today's economy? (4)

SECTION C

(61 marks)

Question 4

- 4.1 Discuss the three stages of socialization through which employees become indoctrinated into an organization's culture? (10)
- 4.2 What are the characteristics of a spiritual organization? (12)
- 4.3 Describe and discuss the four general skill categories addressed by most employee training activities. (9)
- 4.4 Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.

Describe the three categories of potential sources of stress: environmental, organizational, and personal. (12)
- 4.5 Explain why charismatic leaders exhibit unethical behaviours, and what have researchers proposed as a way to reduce the likelihood of such ethical problems? (12)

4.6 Describe dysfunctional conflict that could exist because of structure. (6)

Qemial 18/10/22