

# **UNIVERSITY OF SWAZILAND**

## **FACULTY OF COMMERCE**

### **DEPARTMENT OF BUSINESS ADMINISTRATION**

#### **MAIN EXAMINATION PAPER**

**MAY, 2013**

**TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR I**

**COURSE CODE : BA 214 /BA324 IDE**

**TIME ALLOWED : THREE (3) HOURS**

**INSTRUCTIONS : (1) TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS SIX (6)**

**(2) THE PAPER CONSISTS OF SECTIONS A AND B.**

**(3) ANSWER THE QUESTION IN SECTION A WHICH IS COMPULSORY AND ANY THREE (3) QUESTIONS IN SECTION B.**

**(4) THE MARKS ALLOTTED FOR A QUESTION /PART OF A QUESTION ARE INDICATED AT THE END OF EACH QUESTION / PART OF QUESTION.**

**(5) WHERE APPLICABLE, ALL WORKINGS / CALCULATIONS MUST BE CLEARLY SHOWN.**

**NOTE: MAXIMUM MARKS WILL BE AWARDED FOR GOOD QUALITY LAYOUT, ACCURACY, AND PRESENTATION OF WORK.**

**THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.**

**SECTION A: COMPULSORY**

**Read the case and answer the questions that follow**

**CASE: TAKING A BIFOCAL VIEW**

Whether in the appointment of a white executive chairman over a black chief executive at Alexander Forbes was old-fashioned patronage is debatable. But it highlighted how inseparable politics and corporate management are. Insensitivity to this connection, however rare, is as important as political suspicion of corporate deviousness. Both are a threat. In the following paragraphs Jabu Moleketi, deputy minister of finance and chairman of the PIC board presents his views on this issue:

The solution lies partly in the kind of bifocal approach that the Public Investment Corp (PIC) has adopted in a corporate governance policy. The intended effects are to entrench ethical best practices in corporate structures and to improve the flow of information to dissolve prejudice and suspicion.

In our book, corporate management and social responsibility don't sit in separate offices. Responsible corporate citizenship is in the boardroom, sitting in the CEO's office, on board committees, in audit teams, at AGMs. It is no more separable from operations than the nervous system from a living body.

The PIC has a responsibility to advance these principles and practices. It is the custodian of R720 billion in assets that represent chiefly the pensions of millions of SA civil servants. The time frames of our responsibility range from tomorrow to at least 50 years into the future, long after many of us are dead.

The PIC-managed funds represent collective hopes, plans, wishes and ideals. Because of the size and scale of collective savings, our role goes beyond the pursuit of higher financial returns. We invest in human futures.

We recommend approaches to entrenching balances between responsibility and accountability, and are open to the stimulus resulting from diverse races, genders, opinions and backgrounds in the corporate milieu.

The German poet Bertolt Brecht, writing about the gnarled, fierce faces of gargoyles on cathedrals, said they showed what effort it took to be evil. Translated to a corporate environment, special deals, undeclared secret interests, lack of transparency and opaque corporate structures represent misapplied attention, energy and talent. They distort purpose and represent a cost to others and a reduction in benefits to the company.

Our approach is a necessary step in a relationship: articulating expectations, saying who we are and what we stand for. We will do our best to persuade and convince and to find ways to solving problems in our relationships. If we have to fight to be heard and understood, we will.

**QUESTIONS:-**

- a) What are the intended effects under bifocal approach that the Public Investment Corp (PIC) has adopted in its corporate governance policy?

**[5marks]**

- b) Is Moleketi's views in the case above political rhetoric or is he taking a responsible and accountable stance? Comment. [10 marks]
- c) Explain the techniques of political behavior generally applied by some managers in organizations [20 marks]
- d) How would you then limit the effects of such political behavior in your own organization? [5 marks]
- Total [40 marks ]**

## **SECTION B**

Answer any three (3) questions from this section.

### **QUESTION 2**

- (a) Certain conditions must be present if organizational intervention is to have some chance in bringing about the desired change. Discuss the **guidelines** for managing change through OD. [15 marks]
- (b) Job design can be rewarding to both the organization and the employees, however there are also problems associated with this. Discuss [5 marks]

**Total [20 marks]**

### **QUESTION 3**

Using practical examples, explain the decision- making process managers would apply more when confronted with situations requiring choice on non programmed decisions. **[20 marks]**

### **QUESTION 4**

As a specialist in structural design of different organizations, you have been assigned to redesign the structure of a well-established financial institution that has about 250 employees. Discuss the various **factors** that influence the redesign of such an organization. **[20 marks]**

#### **QUESTION 5**

Like other situational or contingency leadership approaches, the path-goal leadership model attempts to predict leadership effectiveness in different situations. Illustrate and clearly explain the model and further indicate its usefulness and limitations. **[20 marks]**

#### **QUESTION 6**

You are employed as a manager by a large financial organization that has 65 employees in your department. With the use of relevant examples, explain how you would apply different power bases to ensure effective management on your part. **[20 marks]**