

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION PAPER

JULY 2016

TITLE OF PAPER : ORGANIZATIONAL BEHAVIOUR II

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

QUESTION 1: Read the case and answer the questions below:

CASE: TAKING A BIFOCAL VIEW

Read the case and answer the questions that follow:

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

Explain with examples how a bank manager would use each of the five interpersonal bases of power while carrying out his/her duties in his/her department. [20marks]

QUESTION 3

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 4

Managers would normally disseminate information, give instructions and engage in persuading or influencing subordinates. Discuss the four distinct types of managerial communication styles identifiable among managers. [20 marks]

QUESTION 5

Many organizations have attempted job design with varying degrees of success. Describe the various strategies managers might consider to job design. [20 marks]

QUESTION 6

- a. Explain the importance of studying and understanding power and politics in organizations. [10 marks]
- b. In most cases management is quite reluctant to share power due to organizational politics and traditional values. Discuss the arguments against sharing of power. [10marks]

Total [20 marks]