UNIVERSITY OF ESWATINI

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

DECEMBER 2019
FULL TIME & IDE STUDENTS

TITLE OF PAPER : ORGANIZATIONAL THEORY & BEHAVIOUR 1

COURSE CODE   : BUS231/BA213/FT/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.

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:

A case of company culture

In the following description of one company's culture, Schein (1990: 112) argues that it is possible for a group to hold conflicting values that manifest themselves in inconsistent behaviour while having complete consensus on underlying assumptions.

The *Action Company* is a rapidly growing, high-technology manufacturing company. Its founder manages it: he began the company thirty years ago, and holds strong beliefs and value. A visitor to the company would notice the open office layout, and the high degree of informality, frenetic activity, confrontation, conflict, and fighting in meetings. There is an obvious lack of status symbols, such as parking spaces for senior managers or executive dining rooms. There is a sense of high energy and emotional involvement, with people staying late in the office and expressing excitement about their work. The general view appears to be that hard work, innovation, and rapid solutions to problems are essential to this rapidly growing high-technology company. New employees are carefully screened. When an employee fails, he or she is assigned to another task, rather than fired or punished.

The company operates on several critical and coordinated assumptions, as follows:-

1. Individuals are assumed to be the source of all innovation and productivity.

2. Truth can only be determined by pitting fully involved individuals against each other to debate ideas until only one idea survives. An idea will not be implemented unless everyone involved in its implementation has been convinced of the validity of the idea.

3. Every individual must think for themselves and will **'do the right thing'**- even if that means disobeying the boss or violating a company policy.

4. What makes it possible for people to live in this high-conflict environment is the assumption that the company is one big family, the members of which will take care of one another and protect each other even if some make mistakes or have bad ideas.

The organization appears, then, to tolerate extremely high degrees of conflict without destroying or demotivating its employees.

(Source: **Adapted from Schein, 1990)**

Questions

a) Explain clearly the kind of culture any visitor would learn inside and outside *Action Company.*   **[15 marks]**

b) Is it your experience of organizations that ideas are only implemented if everyone is convinced of the validity of the idea? Support your answer and also indicate disadvantages if any.   **[10 marks]**

c) Explain how you would use the **five intervention strategies** to influence organization cultural change.   **[15 marks]**   **[Total marks 40]**

SECTION B

Answer any <u>three (3)</u> questions from this section.

QUESTION 2

Illustrate and explain the Model that emphasizes an array of methods and intervening conditions that managers can use to foster cohesive organizational culture.

[20 marks]

QUESTION 3

Management By Objectives (MBO) is not principally an appraisal technique but an approach to management that has become a popular method of appraising employees and is result-oriented. Explain this approach and indicate its contributions and weaknesses.

[20 marks]

QUESTION 4

Stress affects behaviour at the work place and may cost organizations substantially in terms of decline in productivity. Discuss the likely causes of stress at the work place as well as organizational strategies that can be adopted to manage it.

[20 marks]

QUESTION 5

Maslow's Hierarchy of needs Theory is most widely used model for studying motivation within organizations. Illustrate and explain its applicability in the local organizations and critically evaluate its contributions and limitations.

[20 marks]

QUESTION 6

Explain the factors that are commonly associated with expatriate manager's high probability for success in a global environment.

[20 marks]