

University of Eswatini
Faculty of Commerce
Department of Business Administration
Main Examination
University Examinations August 2020

TITLE OF THE PAPER : ORGANIZATIONAL BEHAVIOUR
DEGREE : MASTER OF BUSINESS ADMINISTRATION
COURSE : BUS 603
TIME ALLOWED : THREE (3 HOURS)

Instructions

1. There are two sections in this paper, A and B.
2. Section A is compulsory. Answer any three questions in Section B

SECTION A-COMPULSORY

Read the case study entitled Breaking the Rules and answer questions that follow.

Nancy Taggart worked in the customer service department at the Xemas Company. The Xemas Company manufactured individual air conditioning systems and replacement parts for these systems. Xemas sold its parts to large regional distributors throughout the United States and Canada.

One night, Nancy received a call from one of Xema's dealers who seemed unduly agitated. The dealer said that he had a customer who needed a part for his air-conditioning system right away and the dealer didn't have the part in stock. He explained that he had tried to reach his distributor for the part, two hours, but was unable to get through on the phone. He asked if Nancy could send the part overnight and then bill the distributor. The charge would then be included on the invoice the distributor sent the dealer at the end of the month.

Since it was past time of the distributor's normal operating hours, Nancy knew that she couldn't reach anyone there. Furthermore, Nancy knew something was amiss, as Xemas had discontinued this type of shipping and billing practice because distributors had complained. They wanted to control all shipments to reduce the chance of selling to a bad credit risk.

But even though Nancy knew the rules, she decided to break them, based on the seemingly urgent nature of the situation. The dealer said that the customer wanted the part immediately. Nancy decided customer service was the most important issue involved in the situation, so she sent out the part promptly. The next day, the local distributor was called, it turned out that the dealer wasn't a regular customer of the distributor. Because of this situation, the distributor refused to pay for the part.

While Xemas would have to get the dealer to pay directly to them, for the time being, the company was out \$150, the cost of the part. To make sure the books balanced, Nancy wrote out a personal check for \$150 to cover the cost of the part and sent it to billing.

Within days, Nancy received a phone call from one of the firm's executive vice presidents, Ramon Hernandez. Ramon told Nancy that he had received a call from a supervisor in the billing department. The person he spoke to was irate and insisted that something be done about the employee, Nancy Taggart who had broken company rules. Ramon, then asked Nancy for an explanation for her actions. After hearing Nancy's story, Ramon stated that he agreed with the billing supervisor concerning the seriousness of the situation, and action did indeed need to be taken. He informed Nancy that she would hear from him the next day regarding those actions.

The next evening, when Nancy arrived at work, a letter awaited her from Ramon. With a feeling of a dread, Nancy opened the letter. Inside was a check for \$150. Attached to the check was a notice from Ramon. The note stated that Nancy was going to be given a raise and preferred parking spot.

- a) Using the case study, discuss four principles of human behaviour that are associated with Nancy, her supervisor and Ramon (10 marks).
- b) Discuss the behavioural factors that might have influenced Nancy's decision? How do these affect a manager's decision quality? (20 marks)
- c) Evaluate Ramon's decision in view of promoting;
 - i. Team work(5 marks)
 - ii. Adherence to organizational guidelines (5 marks)

SECTION B – ANSWER ANY THREE [3]

Question Two

- a) Think of an organization (eg. Bank Grocery store or school) you recently visited. Describe the types of indicators you noted that would help you understand the firm's culture(10 marks)
- b) Dlamini has worked as an operations manager for the past five years. She possesses average skills. During her stay in the bank, she has received several raises and at this point, appears to have reached her maximum salary. Other employees working with her, two with only two years of experience, are making the same salary as Dlamini. As a result, Dlamini has become dissatisfied with her position, especially at not receiving raises when she thinks she deserves. As a result, her production has declined in recent months and she has alienated several fellow employees.
How would Dlamini's position be evaluated by;
 - i) Herzberg (5marks)
 - ii) Vroom (5 marks)

Question Three

- a) John is not happy with his job because he feels that the current roles and responsibilities under-utilise his potential. What might be the effect of John's lack of satisfaction with the job? Explain (10 marks)
- b) How might Johari's window be useful in addressing John's problem in (a) above? (10 marks)

Question Four

- a) As groups function and interact with other groups, each develop a unique set of characteristics. Discuss them(10 marks)
- b) Mcebo is a new employee in your organization. He is an enthusiastic employee with a lot of energy to create change. However, last week, he came to your office and told you that for the period he has been in the organization, he doesn't understand what the organization stands for. With relevant examples, explain the factors which might be influencing Mcebo's perception(10 marks).

Question Five

- a) How can a leader use attribution theory to explain the poor performance of a group of followers? (10 marks)
- b) You are a manager, and a member of one of your task groups comes to you and says that his group is engaging in groupthink and he is being pressured to conform to their rules. You can't disclose this information to anyone, yet you want to discourage this group's cohesiveness. How would you handle the case? (10 marks)

Question Six

- a) Explain the relationship between feedback as a job content factor and personal goal setting(10 marks)
- b) As a manager, is personal goal setting possible without feedback? Justify your view giving relevant examples (5 marks)
- c) Contemporary management trends have forced organizations to adopt responsive organizational models. As a manager in an organization, explain what you would do to build an organization that is organic in nature?(5 marks)