

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

ORGANISATIONAL BEHAVIOUR – CBU 2105

FINAL EXAMINATION – FEBRUARY 2010

TIME ALLOWED: 3 HOURS 15 MINUTES

INSTRUCTIONS TO CANDIDATES

Answer question **One** and any other **Three** questions from section B.

INFORMATION TO CANDIDATES

- (i) All questions in **SECTION B** carry **20** marks each
- (ii) Questions may be answered in any order
- (iii) As much as possible, use relevant examples
- (iv) This paper contains **Seven** questions.

SECTION A

QUESTION 1 - COMPULSORY

Case Study

Two Employment Advertisements for Maintenance Positions

OUR TEAM NEEDS ONE GOOD MULTISKILLED MAINTENANCE ASSOCIATE

Our team is down one good player. Join our group multiskilled Maintenance Associates who work together to support out assembly teams at American Automotive Manufacturing. We are looking for a versatile person with skills in one or more of the following : ability to set up and operate various welding machinery, knowledge in electric arc and M.I.G. welding, willingness to work on detailed projects for extended time periods, and general overall knowledge of the automobile manufacturing process. Willingness to learn all maintenance skills a must. You must be a real team player, have excellent interpersonal skills, and be motivated to work in a highly participative environment.

Send qualifications to :

American Automotive Manufacturing

P.O. Box 616

Ft Wayne, Indiana 480606

Include telephone number, we respond to all applicants

MAINTENANCE TECHNICIAN / WELDER

Leading manufacturer looking for Maintenance Technician / Welder. Position requires the ability to set up and operate various welding machinery and a general knowledge of the automobile production process. Vocational school graduates or 3 – 5 years of on-the-job experience required. Competitive salary, full benefits, and tuition reimbursement offered.

Interviews Monday, 6 May, 9:00am to 7:00pm at the
Holiday Inn South, 3 000 Semple Road
Please bring pay stub as proof of last employment

National Motors Corporation
5169 Blane Hill Centre
Springfield, Illionis 62707

Source: Carrel, M.R; Jennings, D.F. and Heavrin C. (1997)

Fundamentals of Organisational Behaviour page 363

QUESTION 1

- (a) What is an employee team? **[3 Marks]**
- (b) Discuss the main differences in the manner in which the organisations given in the two adverts operate. **[6 Marks]**
- (c) One of the two adverts reflects work teams that became popular in the USA in the 1990s. Describe the characteristics of three types of these work teams, clearly showing their major differences. **[15 Marks]**

(d) What key problems have been experienced by organisations trying to develop themselves into work teams? [9 Marks]

(e) What lessons can Zimbabwean companies learn from the use of work teams? [7 Marks]

SECTION B

QUESTION 2

(a) Distinguish between a dependant and independent variable in organisational behaviour. [5 Marks]

(b) Discuss how biographical characteristics such as age, gender, and marital status impact on employee productivity, absenteeism and job satisfaction in organisations. [15 Marks]

QUESTION 3

(a) What work-related variables determine job satisfaction? [12 Marks]

(b) Discuss three ways in which employees can express their dissatisfaction with their jobs. [8 Marks]

QUESTION 4

‘Stress should be left as an individual problem and not a managerial problem’. Discuss with reference to the Zimbabwean business environment. [20 Marks]

QUESTION 5

Identify and explain any three components of an attitude. Using the concept of cognitive dissonance, discuss how attitudes can be changed in an organisational set-up.

[20 Marks]

QUESTION 6

(a) What are the major academic disciplines that contribute to the study of organisational behaviour? Briefly show how they do so. **[12 Marks]**

(b) Can the behavioural sciences such as organisational behaviour ever reach the precision and predictability that exists in the physical sciences?

[8 Marks]

QUESTION 7

(a) Using the concept of perceptual organisation, explain how the perceptual process organises incoming stimuli. **[8 Marks]**

(b) What perceptual distortions arise in organisations due to this concept?

[12 Marks]

END OF EXAMINATION