

# NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY



## FACULTY OF COMMERCE

### DEPARTMENT OF BUSINESS MANAGEMENT

### ORGANISATIONAL BEHAVIOUR – CBU 2105

**First semester examination Paper  
December 2014**

This examination paper consists of 5 pages

**Time Allowed: 3 hours 15 minutes**

**Total Marks: 100**

**Examiner's Name: Mr M J Ndlovu**

#### **INSTRUCTIONS TO CANDIDATES**

1. Answer **Question 1** and any **three** questions from Section B.

#### **INFORMATION TO CANDIDATES**

1. Section A carries **40 marks**.
2. All questions in Section B carry **20 marks** each.
3. Questions may be answered in any order.
4. As much as possible, use relevant examples.
5. This paper contains **Seven** questions.

#### **MARK ALLOCATION**

<b>QUESTION</b>	<b>MARKS</b>
1.	<b>40</b>
2.	<b>20</b>
3.	<b>20</b>
4.	<b>20</b>
5.	<b>20</b>
6.	<b>20</b>
7.	<b>20</b>

## **SECTION A**

### **Question 1**

#### **Two Employment Advertisements for Maintenance Positions**

#### **OUR TEAM NEEDS ONE GOOD MULTISKILLED MAINTENANCE ASSOCIATE**

Our team is down one good player. Join our group of multi-skilled Maintenance Associates who work together to support our 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 is 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, 6May, 9;00am to 7;00pm at the

Holiday Inn South, 3000 Semple Road

Please bring payslip as proof of last employment

National Motors Corporation

5169 Blane Hill Centre

Springfield, Illinois 62707

**Source: Carrell, M.R.; Jennings, D.F. and Heavrin, C. (1997) *Fundamentals of Organisational Behavior*, page 363.**

#### **Required:-**

- (a) Explain the main differences in the two organisations' advertisements.

**[5 Marks]**

- (b) Describe the characteristics of **three** types of employee teams studied in the course, clearly showing their major differences. **[15 Marks]**
- (c) What problems normally accompany the transformation of functional organisations into self-managed teams? **[15 Marks]**
- (d) Provide lessons that Zimbabwean companies can learn from the use of work teams. **[5 Marks]**

## **SECTION B**

### **Question 2**

- (a) What are the major academic disciplines that contribute to the study of organisational behaviour? Briefly show how they do so. **[14 Marks]**
- (b) Can the behavioural sciences such as organisational behaviour ever reach the precision and predictability that exists in the natural sciences? **[6 Marks]**

### **Question 3**

- (a) Using the concept of perceptual organisation, explain how the perceptual process organises incoming stimuli. **[6Marks]**
- (b) What perceptual distortions arise in organisations due to this concept? **[14 Marks]**

### **Question 4**

- (a) Describe Herzberg's two-factor theory and show how it explains job satisfaction in the work place. **[11 Marks]**
- (b) Discuss any **three** ways in which employees can express their dissatisfaction with their jobs. **[9 Marks]**

### **Question 5**

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

**Question 6**

- (a) Define the term personality **[5 Marks]**
- (b) Describe and explain the relevance of Hans Jurgen Eysenck’s personality theory to the world of work. **[15 Marks]**

**Question 7**

- a) Explain why people fear the use of politics in organisations. **[10 Marks]**
- b) How can power be productively used within an organisation? **[10 Marks]**

**END OF EXAMINATION**