

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

BACHELOR OF COMMERCE (HONOURS) DEGREE IN MANAGEMENT

ORGANISATIONAL BEHAVIOUR – CBU 2105

FINAL EXAMINATION – DECEMBER 2013

TIME ALLOWED: 3 HOURS

INSTRUCTIONS TO CANDIDATES

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

INFORMATION TO CANDIDATES

- (i) 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

- (a) Explain how roles, norms, and cohesiveness affect group structure.
[15 Marks]
- (b) Show how groupthink and group polarisation limit the functioning of group decision making.
[10 Marks]
- (c) With the aid of any **three** techniques, show how group decision making can be improved.
[15 Marks]

SECTION B

Question 2

- (a) With the aid of examples from organisational behaviour, distinguish between a dependent and independent variable. **[5 Marks]**
- (b) Explain how biographical characteristics such as age and gender impact on employee productivity, absenteeism, turnover and job satisfaction in organisations. **[15 Marks]**

Question 3

- (a) Discuss the contributions of Gordon Allport and Laurence Kohlberg to our understanding of values. **[14Marks]**
- (b) Of what benefit is the study of values to organisational behaviour? **[6 Marks]**

Question 4

What is perceptual organisation? Discuss any **three** major perceptual distortions that result from perceptual organisation and how these impact on the organisational environment. **[20 Marks]**

Question 5

- (a) Explain the major ways in which job satisfaction can be measured. **[8 Marks]**
- (b) Discuss any **three** ways in which employees can express their dissatisfaction with their jobs. **[12 Marks]**

Question 6

- (a) Define burnout and explain the major symptoms of employee burnout. **[10 Marks]**
- (b) How can managers reduce the occurrence of burnout in their organisations? **[10 Marks]**

Question 7

- (a) Describe the characteristics of self-managed teams. **[10 Marks]**
- (b) What problems normally accompany the transformation of functional organisations into self-managed teams? **[10 Marks]**

END OF EXAMINATION