THE UNIVERSITY OF THE WEST INDIES
CAVE HILL

EXAMINATIONS OF JUNE 2011

CODE AND NAME OF COURSE: MGMT 2008 - ORGANISATIONAL BEHAVIOUR

DATE AND TIME: DURATION: 2 Hours

INSTRUCTIONS TO CANDIDATES: This paper has 3 pages and 7 questions.

THIS EXAMINATION PAPER IS DIVIDED INTO THREE SECTIONS: A, B AND C.
STUDENTS ARE REQUIRED TO ANSWER QUESTIONS FROM EACH SECTION.

SECTION A

Write short notes of approximately 5-8 lines on FOUR (4) of the following:

a. Sources of leadership power
b. Attribution theory
c. Transactional leadership
d. Group dynamics
e. Diversity in organisations
f. Content theories of motivation
g. Types of organisational controls
h. Values and Beliefs
i. Factors influencing organisational design (20%)

SECTION B

Students MUST answer ONE (1) question from this section.

1. According to Robbins, OB is "a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations for the purpose of applying such knowledge toward improving an organization's effectiveness."

Discuss the main insights a knowledge of Organisational Behaviour can give to practicing managers. (20%)

TURN OVER
2. Individuals in organisations are said to be unique in the way they attend to, organise and interpret stimuli in their social environment.

(a) Briefly outline the factors that give rise to differences in the way individuals perceive situations and objects. (5%)

(b) Discuss the range of factors that contribute to the development of individual differences in personality. (15%)

3. A major concern of managers in the Caribbean is how to develop an effective organisational communication system to ensure that organisations function at their highest level of efficiency.

(a) Outline the main barriers to effective organisational communication. (8%)

(b) Discuss the range of strategies managers can implement to improve organisational communication. (12%)

SECTION C

Students MUST answer ONE (1) question from this section.

4. Leadership is cited as one of the key variables affecting organisational performance.

(a) Briefly explain the concept of leadership. (5%)

(b) With reference to leadership theories, discuss the factors which are said to influence leadership success. (15%)

5. Culture is one of the main concepts studied in OB and varies from one organisation to the other. It is said to influence organisation change and performance.

(a) Briefly explain what is meant by organisational culture. (8%)

(b) Discuss, giving examples, the factors through which culture shapes and influences the behaviour of individuals in organizations. (12%)

TURN OVER
6. "Change is everywhere, and is constantly present". This quotation, taken from the book, Human Behaviour at Work by Davis & Newstrom (1989) highlights the pervasive nature of change.

   a. Outline the factors that are giving rise to the many changes confronting organisations today.  
      (8%)

   b. Discuss the measures the leader can take to ensure that employees respond positively to change.  
      (12%)

END OF QUESTION PAPER.