1. Write SHORT notes on any Four (4) of the following:
   a. Big Five Personality Model OR Emotional Intelligence
   b. Fundamental Attribution Error OR Perceptual Process
   c. The Value Dimensions of Culture identified by Hofstede.
   d. Job Satisfaction OR Employee Engagement
   e. Organisational Citizenship Behaviour and Counterproductive Work Behaviour
   f. Cognitive Theories of Motivation
   g. Group Effectiveness OR Group Processes OR Group Development
   h. Types of Organizational Communication

   (20 marks)
PART B

Answer one (1) question from Part B.

2. Do we need organisational leaders? Justify your answer on theoretical, empirical and practical grounds. (20 marks)

3. An organisation’s culture may be hard to define but it has a major impact on the behaviour of individuals in the organisation. Discuss the validity of this statement. (20 marks)

4. Review the definition of organisational politics. Discuss whether an organization can be totally free of political behaviours? How could managers minimise political behaviours in their organisation? (20 marks)

5. How does the structure of an organisation affect employee behaviour and workplace productivity? (20 marks)

6. What is the need and importance of the body of knowledge called Organisational Behaviour to a manager? (20 marks)

PART C

7. CASE STUDY

Ken Turner has recently retired from his travel agency business which he founded 25 years ago. The company has grown from being a one-man business to an enterprise employing 75 people. Some of these staff deal directly with business organisations and the public, arranging business and holiday travel. Other staff work in the back offices dealing with the massive amount of clerical work associated with these arrangements. Ken has personally recruited and selected all the staff and often made ad hoc decisions on any increases in their pay. Until recently labour turnover has been low.

A recent downturn in the company’s business and profits caused Ken to consider the future. He had felt for some time that he should hand control over to someone with fresh ideas and a more modern approach to managing an organisation. He couldn't understand all the ‘new fangled’ ideas about empowerment, lean organisations and information technology and he thought that new procedures such as performance appraisal and performance-related pay were a poor substitute for the kind of hands-on informal approach he had used when managing staff. He could no longer have the kind of close informal working relationship he had enjoyed with his employees when the company was small. Consequently he has handed the whole company over to his niece Lisa who has a business management degree and some years of managerial experience in a large textile company. Within the first few days of taking control Lisa is facing her first ‘people problem’ that can be taken as typical of many other problems that she will face.

TURN OVER
One of the clerical section supervisors has reported that the performance of Amy Brown one of his senior clerks has been causing some concern and was affecting the efficiency and morale in the section. This had been going on for some time but whenever Mr Turner had been approached about the problem he had failed to take any action.

Amy had been recruited as a junior clerk 6 years previously after Mr Turner had been approached by an old golfing friend to find a job for his daughter. Amy did not measure up to the standard the company required of its employees but in view of the fact that she was the daughter of one of his friends Ken Turner had offered her a job as a junior clerk. Like all the other employees she had been put onto clerical work from the first day of her employment. Over the years her work performance had been marginal and occasionally below average. There also appeared to have been some bad feeling between Amy and her colleagues which had resulted in a warning from her supervisor about her inter-personal relationships and her commitment to the organisation. However none of this data appeared on her personal file.

For her part Amy had felt increasingly dissatisfied with her clerical job. On several occasions she had complained to her supervisor that there was no career progression for her in the company and she was being denied the opportunity to develop her potential. Until now the usual career pathway had been from junior clerk to senior clerk and some months ago when Mr Turner had announced his retirement Amy had been promoted to senior clerk responsible for the work of four junior clerks. However it appeared that this may have been a promotion too far. Amy seemed to lack the skills necessary for dealing with staff. She did not understand that their need for affiliation and achievement played an important part in their job satisfaction. She allocated work then did not provide any support or guidance if staff had any queries. The quality of the work from this section had deteriorated and mistakes were beginning to occur more frequently and staff turnover was on the increase. It could only be a matter of time before this affected customer relations.

Required:

a) Based on material from the case, outline and comment on the organisational behaviour issues which Lisa will have to deal with on taking over control of the company. (10 marks)

b) Advise Lisa about how to resolve these issues, offering a brief justification for your suggested solutions. (10 marks)

END OF QUESTION PAPER