1. Write SHORT notes on any Three (3) of the following:
   a) Perceptual Process
   b) Big Five Model of Personality OR Myers-Briggs Type Indicator (MBTI)
   c) Hofstede’s Cultural Values
   d) Group Effectiveness
   e) Job Involvement OR Organisational Commitment
   f) The Interpersonal Communication Process
   g) Organisational Politics

(15 marks)
PART B
Answer one (1) question from Part B.

2. In what ways and to what extent can Caribbean managers enhance the motivation of their employees? Provide relevant examples to illustrate your answer. (20 marks)

3. Discuss the role of culture in organizations and suggest ways for detecting and interpreting cultural values and assumptions with in a work setting. Debate whether change in organizational culture can be managed. (20 marks)

4. Employee job satisfaction is an important predictor of many work-related outcomes (Carmeli & Josman, 2006). Discuss the antecedents and work-related outcomes of employee job satisfaction. What measures may managers take to enhance employee job satisfaction? (20 marks)

5. Of what practical use to practising managers is the body of knowledge called Organisational Behaviour? (20 marks)

PART C

6. CASE STUDY – Loud and Clear: Leadership in Telecommunications

The Chairman of Direct Telecommunications PLC (DT), David Williams, had come under increasing pressure from the shareholders because of the company's poor performance. DT has gone from being one of the most successful telecommunications companies of the 1980s and 1990s when the company was asset rich, to a position where it has accumulated an enormous debt. Much of the responsibility for this dreadful decline in the fortunes of DT has been attributed to David Williams. Business analysts of the telecommunications industry have suggested a number of reasons why the company's performance has deteriorated. They include:

- DT didn't introduce new technology quickly enough and didn't adapt to the changes in the consumer telecommunications market; for example, the rapid changes that have occurred in the mobile phone industry.

- The competition in the telecommunications sector has dramatically increased. This reduced DT's market share and weakened its competitive position.

TURN OVER
The competition responded faster to the changes in the market. DT is still organised in a traditional hierarchical structure, as it has always been. Decision-making is still made by committees, which take far too long to make the necessary decisions in a rapidly changing environment.

DT's competitors have far more responsive organisation structures, which allow decisions to be made within days.

Analysts also pointed out that David Williams does not have the leadership skills that a modern company requires. They said he is more of a traditional manager, who is more concerned with maintaining and controlling DT. These skills, they argue, are more suited to organisations of the past, which didn't need to respond quickly to the changes in the market place.

a) Explain why David Williams should become much more of a leader as opposed to just being a manager. (5 marks)

b) Using at least four theories of leadership, identify the characteristics of leadership David Williams will need to exhibit. Justify your answer. (10 marks)

c) DT's structure is hierarchical in nature, outline the benefits of a more responsive organisation structure and suggest how DT can achieve it? (10 marks)

END OF QUESTION PAPER