THE UNIVERSITY OF THE WEST INDIES
CAVE HILL

EXAMINATIONS OF APRIL/MAY 2009.

CODE AND NAME OF COURSE: MGMT2008 - ORGANISATIONAL BEHAVIOUR

DATE AND TIME: DURATION: 2 HOURS

INSTRUCTIONS TO CANDIDATES: This paper has 4 pages and 8 questions.

This paper is Worth 60% of the Final Course Marks.

THINK POSITIVE AND BEST WISHES IN THE EXAM

This paper consists of Three (3) sections only. Answer question 1 from Part A, any one (1) question from Part B and all questions from Part C.

PART A

1. Write SHORT notes on any four (4) of the following:
   a) Fundamental Attribution Error and Self-serving Bias
   b) Emotional Intelligence
   c) Group Effectiveness
   d) Perceived Organisation Support OR Organisational Commitment
   e) Organisational Citizenship Behaviour and Counterproductive Work Behaviour
   f) Organisational Politics
   g) Organisational Culture
   h) Dimensions of Organisational Structure

(20 marks)

TURN OVER
PART B

Answer one (1) question from Part B.

2. With reference to personality theory and models, discuss, giving examples, the influence of personality in behaviour at work. (20 marks)

3. Theories of motivation have been useful for understanding behaviour at work. Critically discuss this statement with reference to three theories of motivation. (20 marks)

4. Employee job satisfaction is one of the dependent variables that may have a significant effect on employee performance.

   With reference to OB theory, describe the factors that may contribute to employees’ level of job dissatisfaction, and the measures that the manager could take to increase job satisfaction. (20 marks)

5. In contemporary organisations, effective leadership is a pre-condition for organisational performance and effectiveness. Critically discuss this statement using relevant leadership theory. Provide appropriate examples to substantiate your answer. (20 marks)

6. One of the main responsibilities of a manager is to establish an effective organisational communication system.

   (a) Describe the communication process. (8 marks)

   (b) Discuss the measures the manager can take to establish an effective communication system. (12 marks)

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

You are a management consultant called in to advise an organisation which has undergone significant change, involving both voluntary and compulsory redundancies, in the last two years. Employee members have reduced by 60% whilst the work load has remained unchanged for the organisation as a whole. Employees, including managers and supervisors now work under significantly increased work pressure. Senior management are concerned about the low morale and commitment to the organisation which they now perceive amongst the remaining workforce. Six months ago the senior management team decided to introduce a major exercise to improve communication within the organisation. They wished employees at all levels to understand better the problems of the organisation, the management strategy adopted to deal with these problems, and the senior management team’s growing confidence that the situation was now improving significantly. Productivity and cost effectiveness had improved substantially. Moreover major programmes of technical improvement and investment were now underway. One important element of this programme was a training course in interactive skills for first-line supervisors. The personnel manager has told you that this programme has failed.

Personnel Manager: 'We wanted to build up the supervisors' role with their own people. Therefore we wished the supervisor to talk with his people about our plans and to get their ideas and views. We put them through a one week course in interactive skills and human relations skills. But it failed. They enjoyed the course. They all said they gained a lot from it. But when we asked them to communicate to their people about plans for this year, they said they did not feel confident enough.'

Consultant: 'Do they understand the plans? Do you feel that the plans have been presented to them in a clear enough way? Are their own managers communicating effectively with the supervisors? Do their managers provide support and encouragement to the supervisors?'

Personnel Manager: 'I'm not sure, possibly not. We give them copies of our detailed plans. They see everything. In any case I think they are afraid of being criticised by their staff. They don't want arguments with them and they don't feel sure enough about the plans. They wonder about job losses in the future.'

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The role of first-line supervisors had been changed with the introduction of a professional Personnel Function in the 1960s. Supervisors no longer fully understood the terms and conditions of employment, bonus schemes, job evaluation systems and employment legislation relevant to the organisation. Moreover the manpower reductions had meant that supervisors were increasingly taking on tasks once carried out by their subordinates. Thus the role of the supervisor had come to be solely a technical, and no longer a managerial role.

a) Identify the main issues you believe will need attention if communication within this organisation is to be improved. Justify your choice of issues. (10 marks)

b) State what advice you will offer to the organisation about how to proceed from the current situation. (10 marks)

END OF QUESTION PAPER