

UGANDA MARTYRS UNIVERSITY, NKOZI/LUBAGA CAMPUS

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

DEPARTMENT OF MANAGEMENT SCIENCE

BAM I AND BSC FIN I JAN INTAKE SEMESTER ONE 2021/2022

COURSE UNIT: ORGANIZATION BEHAVIOUR - OB 1205

DATE: Thursday, 27th January 2022

Time allowed: 9:30am -12:30pm

Instructions to Candidates:

Read the following before answering the examination questions.

- 1) Do not write anything on this question paper.**
- 2) Question ONE IS COMPULSORY**
- 3) Answer TWO Questions from section B**
- 4) Attempt three questions in total**
- 5) Clear and relevant examples will be awarded marks**
- 6) Begin each question on a new page**

Question One (Compulsory)

Mukwano Company, a large manufacturing company, is currently facing major problems on how to motivate its workforce. For years, the company used share incentives to motivate its otherwise low-paid employees. This method worked very well during the period of the company's growth in the 1990s as the value of the shares offered to employees at a 20% discount increased in value year after year. Employees felt that their contribution was paying off for the company and for themselves and, as a result, tended to be highly motivated and loyal.

The start of the new century, however, has not been kind to the company. Increased competition has resulted in a decline in revenues and profits, and the share price of the company has been on a downward trend. This decline has significantly reduced the value of the individual portfolios which employees have accumulated through the generous share incentive scheme. The company has noticed recently that the motivation and loyalty of employees have begun to decline.

The problems that Mukwano Company has experienced in its use of the share incentive scheme are quite common but companies continue to make use of them.

Required:

- Describe a theory of motivation on which such incentive schemes are based (10 Marks)
- Explain the merits and limitations of the theory you have described above (15 Marks)
- Explain the advantages and limitations of the financial rewards, and suggest ways in which financial rewards could be tied more closely to employee performance. (25 Marks)

Question Two

- John feels that working in a group is boring as compared to working alone. He explains that working alone energize him. Explain the concept of group dilemma John is facing. (5 Marks)
- Discuss the possible causes of John's behavior in a group setting (10 Marks)
- As a group leader, suggest ways of discouraging John's behavior. (10 Marks)

Question Three

- Using examples, discuss the three dimensions of Intellectual ability (10 Marks)
- There are broadly three processes of acquiring attitudes through social learning: Classical Conditioning, Instrumental Conditioning, and Modeling. With examples explain how each theory shapes personality (15 Marks)

Question Four

There are both positive and negative outcomes of conflict.

- Identify FIVE positive outcomes of conflict. (10 Marks)
- Why is conflict an inevitable feature of management and organizational behavior? (15 Marks)

Question Five

a) Write short notes on the following (15 Marks)

1. Selective Perception
2. Halo Effect
3. Contrast Effects
4. Projection
5. Stereotyping

b) Discuss the factors that can influence your perception of something or somebody as bad or good. (10 Marks)

END