

UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT

ORGANIZATION BEHAVIOUR
(SUPPLEMENTARY/ SPECIAL)

Examination

2013 - 2014

BAM I – NKOZI CAMPUS

Date: 5/ 08/ 2014

Time allowed: 3 hours

Instructions

- Do not write anything on the question paper
 - Attempt four questions in all
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1. a. People come into organizations from different backgrounds and each one has a unique personality. In any case the manager has to work with all of each of them. It is important therefore for a manager to understand the personalities of his subordinates. How can s/he use this knowledge to effectively manage his subordinates? **(25 marks)**
b. Explain the determinants of personality. **(10 marks)**

2. a. Organization culture can be a source of competitive advantage for an organization, however a strong organization culture can also have disadvantages. Explain **(7 marks)**
b. Discuss five visible elements of culture and 5 invisible elements. **(8 marks)**
c. Your family is in the process of forming a company. It is your wish that you create and sustain a strong culture. All family members look at you as a resource person in advising them on what to do. Advise them on what they have to do *create, sustain and keep the culture alive*. **(10 marks)**

3. Frederick Herzberg, in the Two Factor Theory of Motivation, distinguishes between "hygiene factors" and "motivation factors".

- a. What does he mean by these concepts? **(10 marks)**
b. How can these concepts be related to Maslow's lower-order and higher-order needs? Give organizational examples to illustrate what he means. Do you agree or disagree with Herzberg's characterization of motivation? Why? If possible, give examples to support your position. **(15 marks)**

4. Katoroikire is a very prosperous farmer and he grows apples in Kabale. Among his employees he has the following: a migrant fruit picker (who hitch-hikes from one job to the next), a recent BAM graduate of UMU (who aspires to an upper management job in the fruit industry), and the wife of a wealthy local dentist (whose children have all attained good jobs and are self-reliant).

How might Katoroikire use Maslow's Hierarchy of Needs to devise an effective reward system (minimize costs while maximizing employee satisfaction/effectiveness) for these employees? **(25 marks)**

5. A certain amount or certain types of conflict may be good for an organization. Develop this topic, explaining how conflict can be positive in an organization. Further, describe the sorts of conditions that favour conflict and explain how to encourage positive versus negative conflict and in an organization. **(25 marks)**
6. OB is an interdisciplinary field of study. Explain the various disciplines that contribute to the subject. **(25 marks)**
7. Stress can have positive consequences and negative consequences. Negative consequences have adverse impact on biological, psychological and behavioural systems, apart from organizational systems? Discuss.