

UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT

ORGANISATIONAL BEHAVIOUR

Examination

2015 – 2016

2nd SEMESTER EXAM

BAM I Day Nkozi & Rubaga

BSC A&F 1

Date: Tuesday 3rd May 2016

Time: 2.00 pm to 5.00 pm

Instructions to Candidates:

Read the following before answering the examination questions

- **Do not write anything on this question paper**
- **Choose FOUR questions only**
- **Question ONE is compulsory**
- **Additional numbers will not be marked**
- **Write every number on a new page**

Question One (Compulsory)

Read the case below and answer the questions that follow

Tesco began in 1919 with one man, Jack Cohen, as a market stallholder selling groceries in London. Tesco was formed out of a merger with T.E. stock well from whom he purchased tea for sale on the stall. The first store was opened in 1929. Since the Tesco has expanded across the world. It now has over 2,200 stores including hypermarkets and Tesco express outlets to meet different customer needs. As a conglomerate Tesco also offers alternative goods and services such as insurance, banking and online shopping with net profits of around 3.4 billion pounds. Tesco has become the largest British retailer and one of the world's leading retail outlets on the three continents. Tesco's growth has resulted in a worldwide workforce of over 468,000 employees.

To support its growth, Tesco needs staff that are motivated, flexible and well-trained and who recognize customer needs. In turn, Tesco employees are supported by the company in their various roles and at different levels from customer assistants in stores to department managers, from warehouse employees to office and logistics staff. Tesco recognizes that employee motivation is important for continued growth of the company. Tesco motivates its employees by increasing their knowledge, skills and job satisfaction through training and development and providing relevant and timely reward and recognition.

Tesco considers that the business depends on two groups of people: customers and staff. It appreciates that staff are unique and have diverse life styles outside of work. To this end Tesco supports staff with work/life balance and offers reward through, flexible working, free or reduced rate health benefits, discount gym membership, competitive salaries, company share options etc. Tesco values its employees and it has discovered that it is important to create trust and respect for its employees, providing realistic goals and an interesting environment for them to work in.

At Tesco a motivated member of staff works in partnership with others to achieve individual and team objectives. This means that he or she focuses on customers, treats people fairly and is determined and devoted to receiving feedback from others. Tesco offers financial reward packages as one of the motivating factors. However, there are factors other than money which motivate people in both their personal and working

lives. Tesco goes beyond just simple pay increases; it supports the varied lifestyles of individual employees through relevant and targeted benefits. Many non-financial factors do motivate employees to improve their output. For example Tesco invests in its staff through training and development, this in turn enhances their knowledge, skills and their sense of job satisfaction.

Tesco aims to motivate its employees both by paying attention to hygiene factors and by enabling satisfiers. For example, it motivates and empowers its employees by appropriate and timely communication, by delegating responsibility and involving staff in decision making. It holds forums every year in which staff can be part of the discussions in pay rises. This shows recognition of the work Tesco people do and rewards them. The staff can even influence what food goes onto its restaurant menus.

Tesco provides opportunities for its managers and staff to take a share and a greater interest in their own employment. Since every employee is an individual, with different needs and aspirations, the process of reviews and personal development plans allows recognition of their abilities and achievement, as well as potential development. This benefits individuals by providing career progression. It also benefits Tesco by ensuring that the business can deliver high levels of customer service through its skilled employees.

- (a) Identify the different methods Tesco uses to motivate its employees. (5 marks)
- (b) What motivation theories are used by Tesco to motivate its employees and explain how they are used? (15 marks)
- (c) How has Tesco benefited by motivating its employees? (5 marks)

Question Two

- (a) How do we explain that individuals may look at the same thing, yet perceive it differently? (10marks)
- (b) Discuss the barriers to correct perception (15 marks)

Question Three

- (a) Explain the stages of team development according to Tuckman (15 marks)
- (b) Discuss the factors that influence group cohesiveness in an organization (10 marks)

Question Four

- (a) Define organization culture and its benefits to an organization (10 marks)
- (b) If you were a manager in an organization, how would you create a customer responsive culture in your organisation? (15 marks)

Question Five

- (a) It is believed that man is born with certain mental and physical qualities, describe the factors that influence people's personality. (15 marks)
- (b) If you are a manager of an organization justify why you need to understand employee personality. (10 marks)

Question Six

Using relevant examples, write short notes on the following

- (a) Extroversion and introversion
- (b) Eustress and distress
- (c) Intrinsic Motivation and Extrinsic Motivation
- (d) Compromise and Collaboration as used in conflict management
- (e) Group think and group shift

(Each 5 marks)

END