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UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT
CODE: OB 1201 COURSE: ORGANISATIONAL BEHAVIOUR
BAM I EVENING
RUBAGA

DATE: Saturday 8th August, 2015

Time allowed: 3 hours:

Instructions to Candidates:

- Read the following before answering the examination questions on this question paper
- Do not write anything on this question paper
- Choose **FOUR** questions only
- Question One is compulsory
- Additional numbers will not be marked
- Start 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. It was formed out of a merger with T.E Stock well from whom he purchased tea for sale on the stall. The first store 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 a net profit of around 3.4 billion pounds.

Tesco has become the largest British retailer and one of the world's leading retail outlets on three continents. Its growth has resulted in a worldwide workforce of over 468,000 employees. To support its growth, Tesco employs staff that are motivated, flexible and well trained and who recognize customer needs. In turn, Tesco's employees are supported by the company in their various roles and at different levels, from customer assistants in stores to department managers, from ware house employees to office and logistics staff.

Tesco recognizes that employee motivation is important for continued growth of the company. It motivates its employees by increasing their knowledge, skills and job satisfaction through training and development, providing relevant and timely rewards and recognition. Tesco considers that the business depends on two people, customer and staff. It appreciates that staff are unique and have diverse life styles outside of work. To this end Tesco supports staff with quality of work life/ work life balance and offers reward through, flexible working environment, free or reduced rate health benefits, discount gym membership, competitive salaries, company share options etc.

Tesco has discovered that it is important to create trust and respect for its employees. It has found that by valuing employees, providing realistic goals and an interesting environment for them to work in it increases employee motivation. At Tesco a motivated member of staff works in partnership with others to achieve individual and team objectives. Tesco offers financial reward packages as one of the motivating factor. However, there are factors other than money which

motivate people in both their personal and working lives. For example at Tesco employees are motivated by empowering them, appropriate and timely communication, delegating responsibilities and involving them in decision making.

In that case, Tesco motivates its employees by paying attention to hygiene factors and enabling satisfiers so as to enhance job satisfaction. At Tesco staff can even influence what food goes onto its restaurant menus. Employees thus become motivated to make choices that will increase their use of the restaurant.

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 the business that the business can deliver high levels customer service through its skilled employees.

- (a) How does Tesco motivate its employees? (05 marks)
- (b) Explain any two theories of motivation used at Tesco and how they are used to motivate employees (10 marks)
- (c) Explain how the following concepts have been used in the case, giving relevant examples
 - (i) Quality of work life (05 marks)
 - (ii) Hygiene factors (05 marks)

Question two

- (a) Conflicts can either be positive or negative, with examples justify this assertion (10 marks)
- (b) If you were a manager in an organization which conflict management styles would you use? give relevant examples (15 marks)

Question three

- (a) "Teams can greatly impact the effectiveness of an organization and gain a competitive advantage." Explain at least five arguments to support this statement (15 marks)

- (b) Explain the reasons to why some times informal groups are more effective than formal groups (10 marks)

Question four

- (a) Perception is an important concept for managers, using examples, explain five importance of perception in an organisation (15 marks)
- (b) Discuss any 5 barriers to perception in an organization (10 marks)

Question five

- (a) Giving relevant examples explain the different five personality dimensions influencing organizational behavior (15 marks)
- (b) If you are a manager in an organization justify why you need to understand employees' personality (10 marks)

Question six

Using examples, write short notes about the following concepts as used in organizational behaviour

- (a) Attribution theory (5 marks)
- (b) Social learning theory (5 marks)
- (c) Locus of control (5 marks)
- (d) Eustress (5 marks)
- (e) Social loafing (5 marks)

END