

**WOMEN'S UNIVERSITY IN AFRICA**



*Addressing gender disparity and fostering equity in University Education*

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**FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES**

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**Bsc HONOURS DEGREE IN HUMAN RESOURCES MANAGEMENT**

**MAIN PAPER**

**HRM212: ORGANISATIONAL BEHAVIOUR**

**INTAKE 11 SECOND YEAR FIRST SEMESTER**

**TIME: 2 HOURS**

**INSTRUCTIONS TO CANDIDATES**

Answer Question 1 and any other **two**

## Question 1

### **But it's our company Culture!**

You are the HR manager for a fifty-person firm that specializes in the development and marketing of plastics technologies. When you were hired, you felt the company had little idea what should be paid and just made up a number, which you were able to negotiate to a slightly higher salary. While you have been on the job for three months, you have noticed a few concerning things in the area of multiculturalism, besides the way your salary was offered. The following are some of those items:

You know that some of the sales team, including the sales manager, gets together once a month to have drinks at a local club.

A Muslim worker left the organization and in his exit interview he complained of not seeing a path toward promotion. The only room available for breastfeeding mothers is the women's rest room.

The organization has a policy of offering \$200 to any employee who refers a friend, as long as the friend is hired and stays at least six months.

The manufacturing floor has an English-only policy. You have heard managers refer to those wearing turbans in a derogatory way.

### **Required:**

- a) Explore the characteristics of the organization culture portrayed above. [15]
- b) What do you think needs to be done to create a more inclusive environment, without losing the culture of the company? What suggestions would you make to those involved in each of the situations? [25]

## Question 2

You have been asked to give a presentation on the practical implications of Learning Theory. Prepare by discussing the implications of each of the following for those involved in training:

- (a) The motivation to learn [4]
- (b) Reinforcement theory [4]

- (c) The learning curve [4]
- (d) Experiential learning theory [4]
- (e) Learning styles [4]

**Question 3**

Discuss the contribution to the evolution of management thought by the following:

- a) The Contingency approach [8]
- b) The total Quality Management Approach [12]

**Question 4**

- a) Describe communication skills needed by managers to send information to employees at the work place. [10]
- b) Identify any five functions of communication in an organization [10]

**Question 5**

Discuss the socialization process of new employees in an organization. [20]

**Question 6**

- a) Explain the ill effects of stress on employees in an organization. [10]
- b) Evaluate the factors and conditions that affect group cohesiveness in an organization. [10]

**END**