



FACULTY OF ENGINEERING AND BUILT ENVIRONMENT

JUNE EXAMINATION 2015

DEPARTMENT

DEPARTMENT OF QUALITY AND OPERATIONS
MANAGEMENT

PROGRAMME

ND OPERATIONS MANAGEMENT

MODULE

WORKPLACE DYNAMICS

CODE

BWA11A1

DATE

17 JUNE 2015 EXAMINATION

DURATION

(SESSION 1) 08:30 - 11:30

TOTAL MARKS

100

EXAMINER

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MODERATOR

MRS. E. NWOBODO-ANYADIEGWU

NUMBER OF PAGES

10 PAGES

INSTRUCTIONS TO CANDIDATES:

- Please answer all questions.
- Calculators are allowed
- Question papers must not be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written exam apply.

- 1. When Joe gets stressed he often drinks chamomile tea. This calms him since he associates chamomile tea drinking with happy visits with his grandmother in his childhood. The calm feeling brought on by the tea is an example of which of the following.**

 - a) Classical conditioning
 - b) Operant conditioning
 - c) Sensory learning
 - d) Social learning

- 2. Jim is a student who cannot work at writing a paper for more than 30 minutes, yet he can spend many hours writing on blogs. What accounts for the change in motivation in this case?**

 - a) His ability
 - b) The situation
 - c) His personality
 - d) The congruence

- 3. A trucking organisation routinely makes all its office staff work for a week in the warehouse area: loading trucks, cleaning trucks, and doing other work which they are capable of. This programme is an example of which one of the following?**

 - a) Job rotation
 - b) Job enlargement
 - c) Job enrichment
 - d) Job sharing

- 4. Your boss does not follow through on her promise to pay you double for overtime hours worked. When asked again to work overtime, you decline. This is an application ofconditioning.**

 - a) Classical
 - b) Operant
 - c) Sensory
 - d) Association

(For questions 5 to 9): Towers is a consulting company that offer different services like business planning, events organizing and business development. Their two top managers have recently resigned and the positions were filled in by two of their middle new management. Most managers who have been working for the company were not happy about the appointment because they felt they deserve the position since they have been in the company for longer time. This has caused lots of disputes and fights in the company among employees. In general the responses differed; the following are different types of responses from employees which can be categorised as (Employee Responses to Dissatisfaction) Exit, Voice, loyalty and neglect.

5. Behavior directed toward leaving the organization can be said is an example of.....?

- a) neglect
- b) Exit
- c) loyalty
- d) Voice

6. Being active and constructive and attempts to improve conditions can be said is an example of.....?

- a) neglect
- b) Exit
- c) loyalty
- d) Voice

7. Being passively waiting for conditions to improve can be said is an example of

- a) neglect
- b) Exit
- c) loyalty
- d) Voice

8. Allowing conditions to worsen can be said is an example of

- a) neglect
- b) Exit
- c) loyalty
- d) Voice

9. Which of the following is true about type A personality?

- a) They tend to be more successful than people with Type B personality
- b) They play for fun and relaxation
- c) They measure their success in terms of how much of everything they acquire
- d) They generally feel little need to discuss their achievements

10. Which of the following researchers produced a comprehensive analysis of variation among cultures?

- a) Maslow
- b) Skinner
- c) Festinger
- d) Hofstede

11. If personality characteristics were completely dictated by, they would be fixed at birth and no amount of experience could alter them.

- a) Job satisfaction
- b) Heredity
- c) Environment
- d) Situations

12. The belief that "violence is wrong" is an evaluative statement. Such an opinion constitutes the component of an attitude.

- a) Cognitive
- b) Affective
- c) Reflective
- d) Behavioural

For questions 13 to 19: Organizational behavior is defined using a model (OB model).

The model proposes that there are dependent variable (the key factor that you want to explain or predict and that is affected by other factor) and independent variables (the major determinants of dependent variables). Independent variables have individual, group and organization system level.

13. Which one of the following is not an example of individual level?

- a) Perception
- b) Motivation
- c) Individual learning
- d) Conflict

14. Which one of the following is not an example of individual level?

- a) Personality and emotions
- b) Absence
- c) Values and attitudes
- d) Ability

15. Which one of the following is not an example of group level?

- a) Group structure
- b) Work teams
- c) Human resource policies
- d) Power and politics

16. Which one of the following is not an example of group level?

- a) Communication
- b) Group decision making
- c) Leadership and trust
- d) Human resource practices

17. Which one of the following is not an example of organization systems level?

- a) Organisational culture
- b) Organisational structure and design
- c) Work design and technology
- d) Organisational liabilities

18. Which one of the following is not an example of dependent variable?

- a) Organising
- b) Productivity
- c) Turnover
- d) Deviant workplace behaviour

19. Which one of the following is not an example of dependent variable?

- a) Environment
- b) Citizenship
- c) Satisfaction
- d) Absence

For questions 20 to 22: As a manager of an organisation you are expected to do a lot of activities which are aimed at helping the business to be efficient, some of those activities you are expected to carry out are: decisions making, Allocating resources to employees and direct activities of others to attain goals. Basically you get things done through other people. Generally all managers like you perform what is referred as five functions of management, which are: Planning, Organising, Leading and Control. Show your understanding of these functions by answering the following questions

20. Is determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

- a) Planning
- b) Organising
- c) Leading
- d) Control

21. Is a process that includes defining goals, establishing strategy, and coordinate activities.

- a) Planning
- b) Organising
- c) Leading
- d) Control

22..... is comparing actual performance with previously set goals, and correcting any deviation.

- a) Planning
- b) Organising
- c) Leading
- d) Control

For questions 23 to 26. Use the following answers (A, B, C or D) fill in the gaps to complete the definitions.

- a) Monitor
- b) Disseminator
- c) Spokesperson
- d) Negotiator

23..... Receives wide variety of information; serves as a nerve center of internal and external information of the organization.

24..... responsible for representing the organization at major discussions

25..... Transmits information received from outsiders or from the employees to members of the organization

26..... Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

For question 27 – 29: Biographical characteristics are Objective and easily obtained personal characteristics. For example Age, Gender, Race and Tenure

27. Which one of the following statements describe Tenure:

28. Which one of the following statements describe Age:

29. Which one of the following statements describe gender:

- a) Older workers bring experience, judgment, a strong work ethic, and commitment to quality.
- b) Few differences between men and women that affect job performance.
- c) Contentious issue: differences exist, but could be more culture-based than race-based.
- d) People with job tenure (seniority at a job) are more productive, absent less frequently, have lower turnover, and are more satisfied.

30. Ability is said to be made up of two sets of factors. Which of the following is a correct pair of factors?

- a) Physical and Sociological
- b) Intellectual and Psychological
- c) Psychological and Sociological
- d) Intellectual and Physical

31. Which one of the following explains Intellectual Abilities

- a) The abilities needed to perform mental activities.
- b) General Mental Ability (GMA) is a measure of overall intelligence.
- c) Wonderlic Personnel Test: a quick measure of intelligence for recruitment screening.
- d) All of the above.

32. Core Self-Evaluation is referred as?

- a) An arrogant, entitled, self-important person who needs excessive admiration.
- b) The degree to which people like or dislike themselves
- c) The ability to adjust behavior to meet external, situational factors.
- d) The willingness to take chances.

33. Self-Monitoring is referred as.....?

- a) The degree to which people like or dislike themselves
- b) An arrogant, entitled, self-important person who needs excessive admiration.
- c) The ability to adjust behavior to meet external, situational factors.
- d) The willingness to take chances.

[33]

SECTION B**QUESTION 1**

Thabo owns a recycling company with three department; collecting department, sorting department and melting department. Each department has exactly 6 employees in total there are 18 employees in the company who all have the same qualifications but performing different tasks. Recently some employees have been lacking behind with their work because of monotony (bored of doing the same thing) and the problem has been affecting the productivity of the company. Thabo decided to do "job redesign" to solve the problem in his company.

Identify and brief discuss the **three** major ways (job redesign) that Thabo can use to redesign the jobs of his employees. (9)

QUESTION 2

According to Mintzberg's Managerial Roles there are ten managerial roles and they are separated in three groups; interpersonal, informational and decisional. Furthermore all these groups are divided into sub-groups.

Discuss these three groups and the sub-groups with an appropriate example for each. (20)

QUESTION 3

Explain the core values of Ubuntu? (10)

QUESTION 4

Briefly discuss the Organizations constrain. (10)

QUESTION 5

Discuss the McClelland's Three Needs Theory (8)

QUESTION 6

Behavior Modification is the application of reinforcement concepts to individuals in the work setting. It follows the Five-Step Problem-Solving Model. Explain the five steps in order. (10)

[67]

Total: [100]

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