



ZIMBABWE EZEKIEL

GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF ECONOMICS AND BUSINESS SCIENCES

EXAMINATION PAPER

COURSE CODE : CHM201
COURSE TITLE : ORGANISATIONAL BEHAVIOR
DURATION : 3 Hours
DATE :

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. **Section A** is compulsory
3. Answer any **FOUR (3)** questions from **Section B**
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets []

Section A: Case Study

When Mahesh joined XYZ Bank (private sector) in 1985, he had one clear goal-to prove his mettle. He did prove and has been promoted five times since his entry into the Bank. Compared to others, his progress has been the fastest. Currently, his job demands that Mahesh should work 10 hours a day with practically no holidays. At least two days in a week Mahesh is required to travel.

Peers and subordinates at the Bank have appreciation for Mahesh. They don't grudge ascension achieved by Mahesh, though there are some who wish they too had been promoted as well. The post of General Manager fell vacant. One should work as GM for a couple of years if he were to climb up to the top of the ladder. Mahesh applied for the post along with others in the Bank. Chairman has assured Mahesh that the post would be his. A sudden development took place which almost wrecked Mahesh's chances. The bank has the practice of subjecting all its executives to medical check-up once in a year. The medical reports go straight to the Chairman who would initiate remedial where necessary. Though Mahesh is only 35, he too was required to undergo the test.

Chairman of the Bank received a copy of Mahesh's physical examination results, along with a note from the doctor. The note explained that Mahesh was seriously overworked and recommended that he be given an immediate four week vacation. The doctor also recommended that Mahesh's work load must be reduced and he must take to physical exercise every day. The note warned that if Mahesh did not care for advice, he would be in for heart trouble in another six months. After reading the doctor's note, the chairman sat back in his chair, and started brooding over. Three issues were uppermost in his mind:

- i) How would Mahesh take this news?
- ii) How many others do have similar fitness problems?
- iii) Since the environment in the Bank helps create the problem, what could he do to alleviate it?

The idea of holding a stress management programme flashed his mind and suddenly he instructed his secretary to set up a meeting with the doctor and some key staff members at the earliest.

Question 1

- a) If the news is broken to Mahesh, how would he react? [6 marks]
- b) If you were giving advice to the Chairman on this matter, what would you recommend? [7 marks]
- c) What is burnout? What are its symptoms? What are its effects? Substantiate your answer illustrating the above case. [12 marks]

[Total 25 marks]

SECTION B: Answer any (3) questions

Question 2

Highlight and explain any five types of leadership styles and the situations they apply.

[Total 25 marks]

Question 3

Explain any five types of power and their sources in a manufacturing set-up.

[Total 25 marks]

Question 4

‘Organisational politics is stronger than management.’ Discuss this statement with reference to common political activities in organisations.

[Total 25 marks]

Question 5

Advise the owners of industries in Zimbabwe on the common sources of stress for their employees.

[Total 25 marks]