



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMMS201: ORGANISATIONAL BEHAVIOUR

LECTURER: MRS T.F MUTYAMBIZI
TIME: 5 HOURS

INSTRUCTIONS

Answer any one question

The marks allocated to each question are shown at the end of the question

1. A recently established non-governmental organisation is still setting up the organisational structure. The organisation will run a variety of projects and will have different products on offer. The organisation will rely on its staff member's innovation and commitment for it to be able to run efficiently and effectively.
 - i. Define efficiency and effectiveness. **(10 marks)**
 - ii. Which suitable organisational structure would you put in the non-governmental organisation? **(25 marks)**
 - iii. What four appropriate organisational designs would you put in place in the organisation to promote efficiency and effectiveness **(25marks)**
2.
 - i. Describe the Blau and Scott (Cui Bono) and the Etzioni (Control) organisational classifications. **(20marks)**
 - ii. Which classification in your opinion is a more applicable reality? **(40 marks)**
3. Hand-Made Textiles is an organisation that has been operation for over 150 years. It produces handmade items including sewn, knitted and crotched items which are of on high demand in the market. Hand - Made Textiles has recently appointed a new CEO, Brian. Brian also brought with him in a new management team. After careful analysis of the organisation management made the following observations:
 - That the organisations production is limited because it relies on its staff for production of all goods.
 - There is a high demand for handmade products on the market. However the organisation is failing to meet the demand.
 - The majority of employees are above the age of 55years and the traditional skill of using hands for the sewing, knitting and crocheting is very scarce and replacing them will be difficult.

Management is concerned about future sustainability and growth of the organisation. After consideration, management decides to increase production to meet demand and to increase profitability. Management is also decides to put in place measures to transition from use of the hands to machinery production Management quickly purchases new machinery which should result in the organisation producing up to fifty times more than the monthly handmade production.. The employees see the machinery as threat to their job security and are very disgruntled. They have been assured they will not lose their job and they have been trained to operate the machinery.

However the increase in production has not been experienced as the machinery is always malfunctioning and is hardly ever operational. Investigations done have revealed that the employees are deliberately sabotaging the machinery. Management dismisses the staff involved in sabotaging the machinery. However, this has not assisted production as the machinery continues to malfunction.

- i. Using Schein's Culture model, explain what organisational culture is? **(20 marks)**

- ii. You have been called in as an organisational behaviour expert to assist with the situation. Using Schein's model, what advice would you give management to assist employees to accept and support the changes that are being. **(40 marks)**

END