



**CHRISTIAN SERVICE UNIVERSITY COLLEGE**  
**KUMASI, GHANA**  
CSUC SCHOOL OF PLANNING  
DEPARTMENT OF GRADUATE STUDIES  
MASTER OF CORPORATE PLANNING  
END OF FIRST SEMESTER EXAMINATIONS – 2019 ACADEMIC YEAR

**LEVEL 500**

**CPL 809: ORGANIZATIONAL BEHAVIOUR & CHANGE MANAGEMENT**

**June, 2019**

**60 Marks**

**Time Allowed: 3 Hours**

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**GENERAL INSTRUCTION TO CANDIDATES:**

- Answer **all questions** in **section A** and any other **two (2)** questions from **section B**.
- As much as possible, present all answers in essay form.
- Marks will be awarded for clarity of expression of ideas and grammar.
- Write your index number on top of the question paper.

**Examiner: Raphael Asamoah**

**Section A: Case Study (30 marks)**

Mr. Alok Banarjee is the Chief Executive of a medium-sized pharmaceutical firm in Calcutta. He holds a PhD in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working up to their full potential. It is well known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Mr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banarjee contacted the HR Manager and enquired: “What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?” The HR Manager gave the following reply: “I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of ‘non-performers’. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotion and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization, which, in fact according to workers, should go only to those who work hard.”

Mr. Banarjee then wanted the HR Manager to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

**Case Study Questions (Answer all questions)**

- i. Explain the Herzberg’s two-factor motivation theory, and indicate any two job elements associated with the respective factors in the case. **(6 marks)**
- ii. Explain the motivational problem in this case by relating to Herzberg’s theory. **(3 marks)**
- iii. Identify and explain any **five** measures you would recommend to Mr. Alok Banarjee for the firm to resolve the motivational problem, if you were the HR Manager? **(10 marks)**
- iv. After analyzing the current situation of promotion and recognition by long service, what will be the anticipated challenges if Mr. Alok Banarjee direct you to retract the policy and replace it with your recommendation? **(8 marks)**
- v. Briefly explain why you would recommend your proposal to resolve Mr. Alok Banarjee’s problem to any other firms that is experiencing similar problem. **(3 marks)**

**Section B: (Answer any two questions from this section)**

**Question 1: (15 marks)**

Organizations cannot control many factors influencing employees' behaviour when they are away from the workplace, but can control their behaviors while they are at work:

- i. With any **three** examples, explain what employee behaviour is **(3 marks)**.
  - ii. Describe any **two** mechanisms an organization may use to control the behaviour of employees while at work **(2 marks)**.
  - iii. Discuss any **five** reasons why in your view you think the concept and practice of organizational behaviour is critical to firms. **(10 marks)**
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**Question 2: (15 marks)**

Organizations usually encourage managers to delegate authority in order to ensure continuous functioning of the organization, and provide maximum flexibility in meeting customer and employee needs:

- i. With examples, discuss any **five** reasons (each) why a Production Manager of a manufacturing company will, and will not delegate authority to a subordinate to perform particular tasks. **(10 marks)**
  - ii. Explain any **three** principles that will guide the manager in order to ensure the effective delegation of authority. **(5 marks)**
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**Question 3: (15 marks)**

Over 60 percent of employees of a bank feel that their jobs are no longer interesting and / or challenging enough. In order to improve morale, increase performance and avoid turnover, management engaged a consultant, who recommended techno-structural interventions as critical solution to the bank's problem:

- i. Identify and explain the **three** key techno-structural interventions that the consultant may implement. **(6 marks)**
  - ii. Ahead of implementing the intervention, explain the value of the organizational development interventions to your Chief Executive **(9 marks)**
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**Question 4: (15 marks)**

Today's reality dictates that only those organizations that embrace creativity and innovation management will achieve sustainable competitive advantage in the market place. As a Corporate Planning Manager of a company seeking to implement measures to instil the culture of creativity and innovation:

- i. Comment on the opening statement, and outline the process of innovation in an organization. **(5 marks)**
  - ii. Discuss any **five** benefits and barriers that emanate from encouraging the culture of creativity in your organization. **(10 marks)**
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