

THE UNIVERSITY OF HONG KONG
BACHELOR OF BUSINESS ADMINISTRATION: FINAL PART II
SUPPLEMENTARY EXAMINATION
BACHELOR OF SOCIAL SCIENCES: FINAL PART II
SUPPLEMENTARY EXAMINATION
BACHELOR OF ECONOMICS: FINAL PART II SUPPLEMENTARY EXAMINATION

Course: Organisational Behaviour (122121)

Sept. 5, 1995

2:30 p.m. - 4:30 p.m.

Answer any 3 questions. All questions carry equal marks, as do all parts within questions.

1. Consider the hypothetical situation where you are assigned to run an electronic toy factory in Kwun Tong. Your employer has expressed concerns that the quality of the products has been dropping and that the morale among the production workers - mostly young female workers, is running low. The rates of turnover and absenteeism are high by Hong Kong standards. What management theories are relevant in this situation? How would these theories help you in identifying the causes of the problems and in suggesting solutions to them?
2. In the light of your understanding of how effective groups work, discuss how you would form, manage and lead a team of your fellow students to help you run for the post of the President of the Students' Union at the University next year.
3. What is a 'rational decision'? What are the organizational and behavioural factors that may influence the decision making process in business operations? Discuss how an appreciation of these factors may help managers to make more effective decisions.
4. Consider the hypothetical situation that you are a senior administrator in a large company where smoking is prevalent among the employees. Discuss what power and influence you could use to reduce smoking in the work areas.
5. What are the factors that may influence the style and intensity of conflict in an organization? In the light of your answer, discuss how organizational conflicts should be managed.
6. What is organizational culture? Describe the organizational culture of the University of Hong Kong (you may focus on one or two departments or schools). How is it different from the organizational culture of your secondary school? And how does it affect your behaviour as a student? What impact does it have on the effectiveness of your study?
7. Discuss how you could use the findings of Hofstede on cross cultural differences in managing a multi-racial team of executives in Hong Kong.