

**OLLSCOIL NA hÉIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY**

SUMMER EXAMINATIONS 1999/2000

HIGHER DIPLOMA IN BUSINESS STUDIES

PRINCIPLES OF ORGANISATIONAL PSYCHOLOGY (MG 873)

**Professor P. Willman
Professor R. Green
Dr. Noel Harvey**

Time allowed: THREE hours

Candidates must attempt all TWO questions in Section A and TWO questions in Section B.

All questions and sub-questions carry equal marks.

SECTION A (50 % of marks)

Read the case 'Black Box Company' and answer the following questions.

Question 1

In the context of this case study and particularly in terms of the change brought about in the Black Box company explain clearly what the following terms mean

- ◆ Centralisation versus decentralisation
- ◆ Horizontal and vertical differentiation
- ◆ span of control
- ◆ division of labour

Question 2

Describe the changes instituted at the Black Box company. To what problems did the organisation respond ? Did the reorganisation help solve these problems (give reasons for your answer)? What changes at Black Box are still needed? How would you have managed the change process?

SECTION B (50% of Marks)
(Answer TWO questions from this section)

Question 3

'A global manager is a sensitive, innovative, and participative leader who can communicate interculturally, builds on cultural differences through international collaboration, and leads change in an organisation to improve intercultural performance. Such a manager must continuously enquire about the culture in which he or she is functioning and adapt his or her leadership style to it'. (Gordon, 1993: 328).

- a. Critically examine, with reference to at least two theories of leadership, Gordon's view that leadership is about adapting management style to cultural differences.
and
- b. Describe, with reference to current business practice, what you think are the personal qualities that managers need to have to be effective leaders?

Question 4

'A work group is two or more people in a work setting with a common goal. Teams emphasise collaboration in accomplishing the goal: They attack and resolve problems, creatively explore possibilities or alternatives, or execute well-developed plans, among other activities' (Gordon, 1999: 165)

- a. Elaborate on the differences between teams and groups, mentioning in addition what actions management need to take to make a team more effective than a group.
- b. What are the issues and concerns raised by workers and their representatives regarding the use of teams in the workplace, and what can management do to allay these fears?

Question 5

Building an organisational culture which is conducive to high productivity and quality is now seen as an important concern of management particularly given the increasing diversity of the modern workplace. Write a detailed essay on organisational culture describing what culture is and why it is important, the types and functions of culture, and the different ways of creating and sustaining an organisational culture.

Question 6

Hackman and Oldman (1980) have argued that jobs should be improved along five core dimensions, including skill variety, task identity, task significance, autonomy and feedback. Describe in your words what job design is, the pressures that firms are under now to re-design jobs, and the different ways jobs can be re-designed such as job enlargement and job enrichment.