

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Master of Business Administration in International Business 2015/2017 (Trimester II)
Examination – June, 2016

MBAIB 5107 – Organizational Behavior

Three (03) Hours

Answer any FIVE (05) Questions

1. i. Briefly explain the use of studying organizational behavior (OB) for MBA in International Business Degree Programme. Use appropriate examples to clarify your answer. (10 marks)
- ii. "Knowledge provided by other disciplines too have enriched the study of OB."
Comment on the above statement. (10 marks)
- (Total: 20 Marks)**
2. "Attitudes are evaluative statements persistent for long until they change. Thus, employee attitudes are important at workplaces."
- i. Why employee attitudes are important at workplace? Elaborate your answer from the view point of a manager. (08 marks)
- ii. Identify three (03) different job-related attitudes and state possible work-related outcomes of each. (06 marks)
- iii. Define 'cognitive dissonance' and briefly state appropriate actions to be taken for responding to cognitive dissonance of employees by their superiors. (06 marks)
- (Total: 20 Marks)**
3. i. How emotional intelligence could help a manager at the contemporary workplace? Explain your answer with the use of appropriate examples. (08 marks)
- ii. Briefly explain how the understanding of following personality insights of employees could help managers at workplace.
- a. Locus of control
 - b. Self-esteem
 - c. Self-monitoring

(3 X 04 = 12 marks)

(Total: 20 Marks)

4. "Perceptual process includes a number of steps. However, person perception could be achieved through some short-cuts."

i. Briefly discuss the perceptual process of an individual.

(04 marks)

ii. Briefly explain the following frequently used short-cuts in judging others.

- a. Halo effect
- b. Contrast effect
- c. Selective perception
- d. Stereotyping

(4 X 03 = 12 marks)

iii. How 'self-serving bias' of superiors could influence their attributions on subordinates?

(04 marks)

(Total: 20 Marks)

5. i. Briefly discuss the implications given by equity theory for designing motivational strategies in today's organizations.

(10 marks)

ii. Select a contingency theory of leadership and explain how it helps you in deciding on the suitable leadership style in a particular situation.

(10 marks)

(Total: 20 Marks)

6. i. "Organizational structure affects the behavior of individuals and groups in organizations." Do you agree with the above statement? Elaborate your answer with appropriate examples.

(10 marks)

ii. Differentiate between cross-functional teams and virtual teams, and explain their impacts on individual behavior in organizations.

(10 marks)

(Total: 20 Marks)

7. "Organizational culture is an important determinant of behavior in organizations. It is an asset as well as a liability in them."

i. How organizational culture could affect individual and group behavior in organizations?

(10 marks)

ii. Briefly explain how organizational culture could become an asset and a liability in an organization.

(10 marks)

(Total: 20 Marks)