

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF GRADUATE STUDIES

**Masters in Labor Relations and Human Resource Management (MLRHRM) Semester I
Examination, September - 2020**

MLRHRM 51401 - Industrial Psychology and Organizational Behavior

Time 3.00 Hours

Answer Any Five (05) Questions.

This paper consists of six (06) questions and four (04) printed pages.

1. i. Contrast Leadership from Management.

(05 Marks)

ii. Seeta is the head of nursing department of ABC hospitals. She is 48 years old and she has been working in the hospital for the past 23 years. She is known as a tough boss to her subordinates but she has won the hearts of the doctors and the owners of the hospital. Seeta takes all nursing care plans related decisions by herself, and does not consult any of her colleagues in making her decisions. It is well known that she publicly tells the management that she cannot trust the nurses. The hospital has been recording a very high number of staff resignations during the past few years.

Kamala has recently joined ABC hospitals as a senior nursing officer. She is 47 years old and has experience of 26 years in total at a few other hospitals prior to joining ABC hospitals. Kamala is a friendly person and helps all other nurses, especially in sharing her knowledge to train others on voluntary basis. She has already earned a name as a trusted person among staff and management.

Seeta manages Kamala in the same way she manages others. She does not listen to the suggestions made by Kamala, and has shouted at Kamala at a few instances for

training other nurses when she is not officially assigned to do it. Kamala has now tendered her resignation.

- a. Recognize the leadership style followed by Seeta and state advantages and disadvantages of her leadership style.

(05 Marks)

- b. Explain what Seeta's current leadership behavior with Kamala is and how it should be changed, using an appropriate contingency theory.

(10 Marks)

(Total: 20 Marks)

2. i. "Organizational cultures are formed automatically and they are remained unchanged." Do you agree with this statement? Justify your answer.

(05 Marks)

- ii. Explain the strategies followed by organizations in maintaining their cultures.

(05 Marks)

- iii. Explain the importance of National Cultures to a business organization referring to at least 2 case examples discussed in class.

(10 Marks)

(Total: 20 Marks)

3. i. "Conflicts in an organization are bad". Do you agree with this statement? Justify your answer.

(08 Marks)

- ii. Why do conflicts occur in organizations?

(06 Marks)

- iii. Explain strategies of resolving dysfunctional organizational conflicts.

(06 Marks)

(Total: 20 Marks)

4. i. Explain the difference between content theories and process theories of motivation. (05 Marks)

ii. Describe the problems associated with Abraham Maslow's hierarchy of needs. (05 Marks)

iii. ABC Plc is a 50 year old organization which is engaged in a distribution business. The company has a workforce of 75, and 95% of the employees have been working in the organization for more than 15 years. The company has been maintaining its book keeping activities manually, and the new managing director is planning to move to a computerized book keeping process. The new initiative will reduce the existing book keeping staff by 10. Propose a plan to initiate the shift towards the computerized book keeping environment, without creating dysfunctional conflicts, referring to appropriate theories discussed in class. (10 Marks)

(Total: 20 Marks)

5. i. Describe the determinants of personality. (05 Marks)

ii. Briefly explain the barriers to effective communication. (05 Marks)

iii. Mr. Nimal is a 35 year old executive working for the Ports Agency which is the governing body of controlling sea trade in a country called Utopia. He has been an active emerging leader of the trade union of the organization, and many younger employees of the organization wants him to be the leader of the union. However, the leader of the union has been selected based on seniority and Mr Sarath who is 53 years old has been identified as the next leader by the senior employees of the organization. Explain the political strategies that Mr Nimal could follow to gain power in the trade union. (10 Marks)

(Total: 20 Marks)

6. Write short notes on the following:

- i. Characteristics of organizational culture.
- ii. Internal forces of organizational change.
- iii. Consequences of motivation.
- iv. Interpersonal sources of power.
- v. Types of communication .

(04 Marks each)

(Total: 20 Marks)
