

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level I - Semester III) Examination - 2017

HRM 1200 – Organizational Behavior

Two (02) Hours

Answer five (05) questions

Instructions for the candidate:

- (1) write answers in readable and clear handwriting
 - (2) manage your precious time by writing answers to the point
 - (3) display your creativity, innovativeness, industry-based knowledge, and holistic thinking through your answers which will earn more marks
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1. i. Assess how biological, psychological and socio-cultural factors would determine the **individual and group behavior** in organizations.

(08 Marks)

ii. Discuss the importance of understanding, predicting and managing how people think, feel and act in the contemporary work contexts. Explain with appropriate examples why the gaining of such knowledge about individual behavior should be treated as a challenge.

(12 Marks)

(Total 20 marks)

2. i. What would be the role of a manager in identifying, developing and reinforcing constructive attitudes of employees?

(08 Marks)

ii. Accuracy of response made by a human being to a given situation would depend upon the accuracy of his/her perception of characteristics of such a situation.

Briefly explain three (03) barriers to perceptual accuracy. Provide appropriate examples to justify the answer.

(12 Marks)

(Total 20 marks)

3. i. Discuss how **personality disorders** would impact on organizational effectiveness.

(08 Marks)

ii. Utilizing the different motivational theories you have learned in the classroom suggest three (03) creative and attractive motivational activities for each of following job positions;

(a) Management trainees in a multinational trading company

(b) Team members in medium scale apparel manufacturing factory

(c) Bank teller operators in a public bank

(12 Marks)

(Total 20 marks)

4. i. List different **behavioral patterns** of members in relation to four (04) stages of team development.

(08 Marks)

ii. Discuss and critically evaluate. Applicability of teamwork to Sri Lankan context and recognize which are working as constrain .

(12 Marks)

(Total 20 marks)

5. i. Discuss the issues related to **emotional labor** with empirical evidences and suggest four (04) organizational strategies to overcome those issues.

(08 Marks)

ii. A large scale and export-oriented apparel making company in Sri Lanka has just hired 20 university graduates as Management Trainees. These Management Trainees have completed well their bachelor's degrees in various fields and undergone an industrial training, ranging from four to five months, in the final year

of respective degree programs. Interestingly, they claim different personality types and behavioral characteristics. The previous experience of this company finds low retention of management trainees carefully analysis has indicated that most of management trainees have left the company due to difficulties they have had to deal with adapting to the culture of the organization. This organizational culture characterizes largely teamwork, respect for humanity, innovation, and employee loyalty to the company as well as its leadership. Show clearly (with appropriate justification) what mechanisms this company could use for aligning newly hired 20 Management Trainees with the culture of the organization.

(12 Marks)

(Total 20 marks)

6. Write short descriptions on following topics;

- i. Emotional Intelligence
- ii. Type B personality
- ii. Social loafing
- iv. Interdisciplinary nature of OB
- V. Hawthorne effect

(04 Marks each)

(Total 20 marks)