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SCHOOL OF ACCOUNTING AND BUSINESS
BSc. (APPLIED ACCOUNTING) GENERAL / SPECIAL DEGREE
PROGRAMME

END SEMESTER EXAMINATION – JULY 2015

MGT 30525 Organisational Behaviour

Date : 26th July 2015
Time : 2.00 p.m. – 4.30 p.m.
Duration : Two and a Half (02 ½) hours

Instructions to Candidates:

- Paper consists of Three Sections (A, B and C).
- Section A - Answer **ALL** questions in the sheet provided.
- Section B - Answer **any four (04) questions** given in this section.
- Section C - Answer **any one (01) question** given in this section.
- The candidates are supposed to present their answers for the particular questions under the three section names.
- Answers should be written neatly and legibly.

Section A

Answer **all ten (10) multiple choice questions** given in this section.

1. The discipline of Organizational Behaviour (OB) is recognized as
 - a. a functional discipline.
 - b. a vertical discipline
 - c. a horizontal discipline
 - d. none of above.

2. A framework to study OB starts with
 - a. people behaviour.
 - b. management process.
 - c. organizational context.
 - d. nature and purpose of the organization.

3. “No one-best way, things upon the situation” is emphasized in the
 - a. Classical approach.
 - b. Human Relations approach.
 - c. Systems approach.
 - d. Contingency approach.

4. The people in relation to their social environment or culture is studied mainly in
 - a. Psychology.
 - b. Sociology.
 - c. Economics.
 - d. Political Science.

5. The trust and confidence in subordinates, motivation is based on rewards for achievement of agreed goals, etc. are illustrated by
 - a. a consultative leader.
 - b. an autocratic leader.
 - c. a laissez-faire leader.
 - d. a participative leader.

6. A second order outcome of an employee is identified with his or her
- a. performance.
 - b. job security.
 - c. creativity.
 - d. reliability.
7. It is the most volatile among the five types of power in organizations.
- a. Coercive power
 - b. Reward power
 - c. Referent power
 - d. Political power
8. Culture of an organization
- a. develops through experiences.
 - b. is mainly a learned behavior.
 - c. is used to face and solve problems.
 - d. is about all of above.
9. It is not an OD technique.
- a. Sensitivity training
 - b. Team building
 - c. Survey feedback
 - d. Power distance
10. The barrier to effective communication which arises with regard to the needs, motivations, experience, background, and other personal characteristics is identified as
- a. filtering.
 - b. selective perception.
 - c. information overload.
 - d. communication apprehension.

(Total 20 Marks)

Section – B

Answer **any four (04) questions**

Question No. 01

- i. What do you mean by Organizational Behaviour (OB)?

(05 Marks)

- ii. Briefly explain five (05) reasons, why managers need to more concern OB.

(10 Marks)

(Total 15 Marks)

Question No. 02

- i. Briefly explain the four (04) common factors to any organization.

(08 Marks)

- ii. List down the benefits of ‘informal organization’ to managers.

(07 Marks)

(Total 15 Marks)

Question No. 03

- i. Compare ‘Theory X’ with the ‘Theory Y.’

(08 Marks)

- ii. State seven (07) points on how to manage people in organizations effectively.

(07 Marks)

(Total 15 Marks)

Question No. 04

- i. Distinguish ‘transactional leadership’ from the ‘transformational leadership.’
(08 Marks)
 - ii. Identify seven (07) principles to develop leaders in organizations.
(07 Marks)
- (Total 15 Marks)**

Question No. 05

- i. Briefly explain two types of work motivation with examples.
(07 Marks)
 - ii. Identify eight (08) factors for developing high-performing teams in Sri Lankan organizations.
(08 Marks)
- (Total 15 Marks)**

Section C

Answer **any one (01)** question

Question No. 06

“Organizational politics consists of intentional acts of influence undertaken by individuals or groups to enhance or protect their self-interest when conflicting courses of action are possible. Organizations are always engaged in internal political struggles, power struggles, infighting, and so on. That’s normal life.”

- i. Describe how power should be used ethically by managers in Sri Lankan organizations.
(10 Marks)
 - ii. State ten (10) political strategies which are used by managers in Sri Lankan organizations.
(10 Marks)
- (Total 20 Marks)**

Question No. 07

“In making changes in organizations, change agents articulate a new vision and change a few policies. They might even replace a few key people. But nothing does substantive changes. The problem is that culture is largely invisible to those inside of it. It’s like water to a fish or air to a bird. It’s simply the environment we live in.”

- i. Briefly explain four (04) types of organizational cultures with examples.

(08 Marks)

- ii. Identify resistances to organizational change and suggest how to overcome those resistances by managers.

(12 Marks)

(Total 20 Marks)

Question No. 08

Write short notes on **any five (05)** of the following.

- i. Interdisciplinary nature of studying OB
- ii. Golden Rule Management
- iii. Cultural Iceberg
- iv. Organizational coalitions
- v. Leadership Grid Theory
- vi. Mechanistic structure vs. organic structure
- vii. Occupational stress

(04 Marks X 05 = Total 20 Marks)