

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

END SEMESTER EXAMINATION – JANUARY 2016

MGT 30525 Organisational Behaviour

Date : 24th January 2016
Time : 9:00 a.m. – 11:30 a.m.
Duration : Two and 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. Organizational Behaviour (OB) applies the knowledge gained about
 - a. individuals.
 - b. groups.
 - c. structure.
 - d. all of above.

2. A framework to study OB ultimately aims at
 - a. improving people behavior in an organization.
 - b. improving organizational efficiency.
 - c. improving organizational effectiveness.
 - d. improving organizational performance and success.

3. A hierarchy of management and formal organizational relationships have been emphasized by the
 - a. Classical approach.
 - b. Human Relations approach.
 - c. Systems approach.
 - d. Contingency approach.

4.studies people in relation to their social environment or culture.
 - a. Psychology
 - b. Anthropology
 - c. Sociology
 - d. Political Science

5. is where the manager observes that members of the group are working well on their own.
 - a. Democratic style
 - b. Autocratic style
 - c. Genuine style
 - d. Consultative style

6. The development and realization of one's full potential refers to the
 - a. self-esteem need.
 - b. ego need.
 - c. self-actualization need.
 - d. belonging need.

7. Removal of constraints and the granting of autonomy for independent actions of an employee is seen with
 - a. delegation.
 - b. autonomy.
 - c. empowerment.
 - d. subordination.

8. provide guidance to solutions about how to deal with a new task, issue or problem faced by an Organizational Culture.
 - a. Artefacts
 - b. Basic assumptions
 - c. Espoused values
 - d. Beliefs

9. It is not among the basic elements of an Organizational Structure.
 - a. Work specialization
 - b. Departmentalization
 - c. Acceleration
 - d. Formalization

10. The use of questionnaire to help determine the attitudes of members to the functioning of the organization is the OD technique of
 - a. team building.
 - b. intergroup development.
 - c. sensitivity training.
 - d. survey feedback.

(Total 20 Marks)

Section B

Answer **any four (04) questions** given in this section.

Question No. 01

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

(05 Marks)

- ii. Briefly explain how OB would be helpful for today's managers to run their business organizations successfully.

(10 Marks)

(Total 15 Marks)

Question No. 02

- i. Briefly explain four (04) common organizational factors in line with an organization which is known to you.

(08 Marks)

- ii. State differences between 'formal organization' and the 'informal organization.'

(07 Marks)

(Total 15 Marks)

Question No. 03

- i. Explain one of the "management systems" in line with an organization which is known to you.

(09 Marks)

- ii. What are the steps behind the effective management of people in an organization?

(06 Marks)

(Total 15 Marks)

Question No. 04

- i. Briefly explain (07) principles to develop successful leaderships in organizations.

(07 Marks)

- ii. Compare ‘transactional leadership’ with the ‘transformational leadership.’

(08 Marks)

(Total 15 Marks)

Question No. 05

- i. Briefly explain main barriers for effective communication in organizations.

(07 Marks)

- ii. Briefly explain the eight (08) major factors for developing high-performing teams in organizations, by referring the journal article discussed in the class-room.

(08 Marks)

(Total 15 Marks)

Section C

Answer **any one (01) question** given in this section.

Question No. 06

“Power and politics play a huge role in business, from governing how decisions are made on employees who interact with one another. In businesses big and small, the impact of power depends on whether managers use positive or negative power to influence others in the workplace.”

- i. Discuss the need of ethical usage of power by managers in today’s organizations.

(10 Marks)

- ii. State ten (10) political strategies used by managers of Sri Lankan organizations.

(10 Marks)

(Total 20 Marks)

Question No. 07

“Organizational change primarily involves changing culture of the organization, which often affects its existing group norms, beliefs, and values. While a well-managed culture benefits managers to a greater extent, the dark side of it is a big challenge to deal with the change targeted by the organization.”

- i. Briefly explain the benefits of organizational culture to managing an organization.

(10 Marks)

- ii. Identify both individual level and organizational level resistances to organizational change.

(10 Marks)

(Total 20 Marks)

Question No. 08

Write short notes on the following.

- i. Interdisciplinary nature of studying OB
- ii. Hawthorne studies
- iii. Leadership grid theory
- iv. Mechanistic structure vs. organic structure
- v. Managing work stress

(Total 20 Marks)
