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No of Questions - 07

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

YEAR III SEMESTER I – INTAKE IV (GROUP A/B)
END SEMESTER EXAMINATION – AUGUST 2017

MGT 30525 Organisational Behaviour

Date : 20th August 2017
Time : 9.00 a.m. - 11.30 a.m.
Duration : Two and a half (02 ½) hours

Instructions to Candidates:

- Write the Index Number in the space provided at the top of this sheet. Do not write your name anywhere in this question paper.
- This paper consists of three sections (A, B and C).
- Section A – Answer **ALL** the questions in the paper itself
Section B – Answer **Any Four (04)** questions
Section C – Compulsory
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Answers should be written neatly and legibly.

Section A

Answer ALL the questions

Question No. 01

The most suitable answer to the relevant question should be crossed completely and properly, against the relevant question number.

1. Influence of people on one another is studied mainly in the field of

- a. Psychology
- b. Socio-psychology
- c. Sociology
- d. Anthropology

a	b	c	d
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2. Theory Z organisations are more effective because they mainly emphasize on;

- a. Trust
- b. Motivation
- c. Punishment
- d. Self-control

a	b	c	d
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3. In comparison to managers, leaders;

- a. need continuous coordination
- b. have low level of emotional relationships with other people
- c. focus on their own rewards
- d. search out opportunities for change in the organisation

a	b	c	d
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4. An effective control system should be;
- I) easily understandable
 - II) consistent with organisational goals & objectives
 - III) easily implementable
 - IV) able to report the deviations quickly

Select the correct statement/(s)

- a. I) only
- b. I) and II) only
- c. I), II), and III) only
- d. all I), II), III) and IV)

a	b	c	d
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5. Basic needs that come under Maslow's Hierarchy of Needs theory are equivalent to;
- I) existence needs
 - II) relatedness needs
 - III) growth needs

of Clayton Alderfer's ERG Theory.

- a. I) and II) only
- b. I) and III) only
- c. II) and III) only
- d. all I), II) and III)

a	b	c	d
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6. Symbols, stories, heroes, slogans and ceremonies of an organisation are the main features of that organisation's;
- a. values
 - b. norms
 - c. culture
 - d. beliefs

a	b	c	d
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7. Select the correct statement on stress at work place.
- a. Zero level of stress is always good for the organisation
 - b. Economic uncertainty is a potential stress factor at environmental scale
 - c. Personality is a potential stress factor at the organisational scale
 - d. Technological uncertainty is a potential stress factor at individual scale

a	b	c	d
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8. Identify the challenge/(s) for Organizational Behaviour in the modern business context.

- I) respond to globalization
- II) work in network organizations
- III) improve ethical behaviour
- IV) retard innovation and change

- a. I) and II) only
- b. I), II) and III) only
- c. I), III) and IV) only
- d. all I), II), III) and IV)

a	b	c	d
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9. The main concern of Japanese Management is
- a. Adhering to strict rules & regulations
 - b. Bureaucratic decision making & formal work structures
 - c. Top to bottom management & team work
 - d. Team work & continuous improvement

a	b	c	d
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10. Multi-skilled workers who rotate jobs to produce an entire product / service, often supervised by one elected member is known as;
- a. Cross functional teams
 - b. Virtual teams
 - c. Self-managed teams
 - d. Quality teams

a	b	c	d
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(Total 20 marks)

Section B

Answer **any Four (04)** questions

Question No. 02

- a. Briefly explain how to motivate knowledge workers.

(05 marks)

- b. I) Classify the main types of motivation.

(01 mark)

- II) Briefly explain each type that you have mentioned in b (I).

(04 marks)

- c. Tabulate five (05) differences between work groups & work teams.

(05 marks)

(Total 15 marks)

Question No. 03

“Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work.”

- a. State five (05) factors influencing the job satisfaction of an employee

(02 marks)

- b. Discuss the advantages, enjoyed by the

I. Employee

II. Organization

by having a set of satisfied employees in an organization.

(04 marks)

c. What disadvantages do,

I. employees

II. organizations

face by having a dissatisfied set of employees in an organization?

(04 marks)

d. “Job satisfaction is a feeling of relative pleasure or pain of an employee” support this argument.

(05 marks)

(Total 15 marks)

Question No. 04

a. I) Briefly explain the three (03) potential sources to stress

(01 mark)

II) Develop a model for stress by linking how stress develops, and its consequences.

(04 marks)

b. “Organisational culture is an important consideration under organisational behaviour and it can be used by managers positively”. Discuss the above statement.

(10 marks)

(Total 15 marks)

Question No. 05

a. Organizational productivity is a result of all different factors combined together, stated in the equations below. How do you justify each scenario?

I) $\text{Knowledge} \times \text{Skill} = \text{Ability}$

II) $\text{Attitude} \times \text{situation} = \text{Motivation}$

III) $\text{Ability} \times \text{Motivation} = \text{Potential human performance}$

IV) $\text{Potential human performance} \times \text{Resources} = \text{Organizational Productivity}$

(04 marks)

b. Organizational behaviour is more concerned with people and productivity.

I) What do you mean by 'productivity'?

(02 marks)

II) How the productivity is influenced by human behaviour?

(02 marks)

c. Ability, motivation, performance and productivity are inter-related to each other. How do these four factors influence determining the "job satisfaction" of an employee in an organization?

(04 marks)

d. From among all the factors stated in the equations above, the "Resources" is the only physical factor which leads to improve productivity of an organization. Describe the importance of the human related factors stated in the above equations in the productivity development process.

(03 marks)

(Total 15 marks)

Question No. 06

Managers practise different types of reinforcement mechanisms to influence behaviour of employees in organizations.

- a. State the two (02) main types of reinforcements and their derivatives implemented by managers to influence behaviour of employees in organizations.

(01 mark)

- b. When an employee performs high quality work, and that behaviour of the employee is commended by the supervisor. What this reinforcement is called?

(01 mark)

- c. The traffic controlling police officer on the road is seen wearing a mask to cover his nose and mouth to prevent inhaling dust and the other unhealthy matter a mixed in the polluted air.

I) Under what reinforcement mechanism, this behaviour of the police officer is considered?

(01 mark)

II) How do you justify your answer?

(02 marks)

- d. When workers report late for work, they are compelled to forgo a half a day's leave by the management.

I) What is the reinforcement mechanism relevant for the above scenario?

(01 mark)

II) What sort of a behaviour, the employees would demonstrate under this reinforcement mechanism implemented by the management?

(02 marks)

III) What sort of a behaviour does the management expect from the employee by implementing this reinforcement mechanism?

(02 marks)

e. A student in the class room kept on asking questions continuously from the teacher in the class room. The teacher paid less attention and ignored the questions as well as the student.

I) What reinforcement mechanism did the teacher implement by ignoring the questions and the student?

(02 marks)

II) What behaviour would the teacher have expected from the student by implementing this reinforcement mechanism?

(03 marks)

(Total 15 marks)

Section C

Question No. 07 – (Compulsory)

Answer the questions related to the given scenario.

Sirimali Bopage was a Clerk in a government office. Her elderly father was grown mentally unstable, and plans were being made to have him placed in an institute within a few months. Her worry over this matter was compounded by the fact he frequently comes to the building where she worked and waited for her in the corridors before lunch and in the evening. His appearance was not pleasant and often mumbled. Sometimes he followed her into other offices, creating embarrassing situations. She received much sympathy and attention from her associates, some of them began doing her work for her while she was upset. Since this problem was reducing her productivity, her supervisor finally arranged with her and informed building guards not to admit her father, thus keeping him out of the building entirely. The supervisor allowed Sirimali's associates to continue performing some of her work, pending placement of her father in an institution.

Even after her father was placed in an institution, Sirimali continued letting others to do her work. It soon became apparent to both her associates and her supervisor that they had sympathized with her and carried her load so long that she was depending on them as she would on a crutch. She relished their sympathy and seemed incapable of doing job, she had once done. She became "handicapped", as surely as if she had a physical handicap, because of too much care and good intentions from others. Seeing these negative results, her supervisor wisely insisted that her associates to reduce both their help and sympathy. Slowly and painfully, Sirimali's performance then returned to normal.

Elaborate your answers for the following questions in an Organizational Behavioural perspective.

- a. How do you explain the relationship between the productivity of Sirimali Bopage and the behaviour of Sirimali Bopage's father?

(05 marks)

- b. Why should the supervisor and the other associates of Sirimali take excess burden to relieve Sirimali from her daily work load entailed with her father's problem?

(05 marks)

- c. Imagine that were Sirimali. Would you let your productivity in the office go down due to your father's ailment.

(05 marks)

- d. How would you act under this scenario if you were the supervisor in this office?

(05 marks)

(Total 20 marks)