



University of Kelaniya – Sri Lanka

External Examinations Branch

Faculty of Commerce and Management

Bachelor of Commerce (Special) Degree Second Examination – (External) 2009
October 2010

BCOME 2025 – Organizational Behaviour

No. of questions: Six (06)

Time: 03 hours

Answer only five (05) questions including question number one.

(01) Read the case given below and answer the questions asked at the end.

Sagara Private Limited is a small company, which manufactures plastic products such as mugs, buckets, and other household utility products. This company, which is situated in Colombo. Since quite a few operations including packing of products are done manually, the company employs 80 workers on the shop floor. The company supplies its products to retailers in and around Colombo. It has a long production run and longer product life-cycles and therefore the management believes that the company is making fewer profits because of this. As a result, the top-management, which comprises of the members of Sagara family, since this is a family-managed business, decided to invest resources on automation to have shorter production runs and shorter product life-cycles. It has decided to introduce packaging machines to reduce semi-skilled and unskilled labour.

The company has a bad record in industrial relations since workers in the past have had several problems pertaining to wages and working conditions. Ranjith, a worker who is often pampered by management to get their way, dominates the company union. Ranjith is a man who ranks very low in personal & professional ethics but has a way with people and is good at politics. He has a substantial clout with the workers who trust him and would act on his advice. But the management is fully aware that Ranjith may not be able to help much if the company thinks of retrenching workers. Ranjith immediately sensed a good opportunity to make a big sum so he pretended that convincing the workers was a Herculean task and he would need at least 6 months time to do this. The management was however impatient to introduce automation and told Ranjith to convince workers within 3 months to help them supplement the decision. Of course, Ranjith played his game and asked for a huge sum in reciprocation of his effort. The Sagara brothers were shocked at the price that Ranjith wanted. They however knew that things would only get worse if they refused Ranjith proposal.

Questions

- a) Was the Sagara family's method of introducing change in Sagara Private Limited appropriate? Please substantiate your response giving suitable reasons.

(10 Marks)

- b) How would you handle Ranjith if you were in place of the Sagara's ? Give reasons.

(10Marks)

(Total 20 marks)

(02)

- a) Define Organizational Behavior and discuss how it is related to Management?

(08 Marks)

- b) Analyze critical issues & challenges faced by Managers today which are compelling them to use Organizational Behavior concepts?

(12 Marks)

(Total 20 marks)

(03)

- a) Discuss the role of heredity in defining personality by using examples.

(08 Marks)

- b) "Managers with type A personality are more effective than these with type B personality in achieving the objectives of business organizations". Do you agree with this statement? Explain your answer.

(12 Marks)

(Total 20 marks)

(04)

- a) Differentiate between a group & a team and discuss the different types of work teams.

(08 Marks)

- b) "High cohesiveness in a group leads to higher group productivity" do you agree with this statement. Explain your answer.

(12Marks)

(Total 20 marks)

(05)

a) Outline the perceptual process and elaborate upon factors affecting perception.

(08 Marks)

b) Analyze Vroom's expectancy theory of motivation by using practical example in today's world.

(08 Marks)

(Total 20 marks)

(06) Write short notes on four of the following topics.

- a) Halo effect
- b) Social learning theory
- c) Stress and organizational performance
- d) Power and politics
- e) Charismatic leadership

(5x4= 20 marks)