



University of Kelaniya – Sri Lanka

External Examinations Branch

Faculty of Commerce and Management

Bachelor of Business Management (General) Degree

Year III and Part II Examination (External) – 2009

October 2010

BMGT E 3055/ BMG 302.1 (R) – Organizational Behaviour

No. of Questions: 08

Time: 03 hours

Answer any five (05) questions including question number one (01)

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

Excel Communication Engineering Ltd. (ECEL)

ECEL was established in 1990 by its founder, civil engineer, Mr. Saman Silva. With his wide contacts, he was able to get number of government contracts. This led to the development of the company as a leading telecommunication infrastructure providing company in Sri Lanka. At present it employs 250 people including engineers (civil, electric, software etc...). In 2007 the company initiate a program to improve the cost effectiveness and quality of its operations. Redesigning of Jobs, Policy reforms and restructuring were included in this program. At the initial stage managers were highly committed to implement them effectively.

In the First instance managers initialized actions to have a close supervision on the work of employees. The newly introduced rules and regulations restricted the movements and interaction of employees. As Managers perceived such movements and interactions could have hindered the performance of employees. Further they requested to delegate more authorities to enable them to improve performance to a higher level.

The management promised to grant certain rewards to employees for high performance. However the actual rewards granted to employees for high performance were comparatively less than what they were promised to be given. They did not trust the management of the company. With a view of eliminating the situation of not trusting this management the company deployed few employees for spreading ramous substantiating management has done their best to meet the promises.

A conflict took place between employees in the civil section and the employees in the electric section based on a miner incident occurred last year. But the management did not take this conflict into consideration seriously. This conflict was developed to a level that employees in the civil engineering section were not corporating with the electric section. This has caused to reduce the cohesiveness of the employees of the company resulting in low moral among the employees.

The company implemented certain organizational changes ignoring Development of Human resources. Managers believed that productivity and quality of physical materials were more important for providing Telecommunication infrastructure and it

was the reason for ignoring Development of Human Resources. Therefore, they spent large amount of money on equipment, tools, machinery etc., but very less on training and development.

The company has been experiencing a labour turnover and an absenteeism problem for last few months. Some of competent and experienced engineers have already quitted the organization. Further the rate of absenteeism among employees has increased upto 20% compared to the last year. This problem associated with HRM has reduced the productivity and quality in its operations.

Questions.

- (a) Identify and analyze the problems of this company in light of knowledge of Organizational Behaviour.
(14 marks)
- (b) Make appropriate suggestions to solve the problems so identified and give the reasons for justifying your suggestions.
(14 marks)
(Total 28 marks)
- (02) (a) "Conflicts are not always dysfunctional. Some conflicts support the achievement of goals of the group and improve its performance. Therefore managers have to use ~~to~~ techniques for both resolution and stimulation of conflict for improving the level performance."
Do you agree with this statement? Explain the reasons for your answer.
(09 marks)
- (b) Effectiveness of negotiations depends on both situational influences and the behaviours of the negotiators. Discuss.
(09 marks)
(Total 18 marks)
- (03) (a) What is learning? Describe how managers can use learning to shape employee behaviour.
(09 marks)
- (b) Evaluate specific personality attributes that have been found to be powerful predictors of behaviour in organizations.
(09 marks)
(Total 18 marks)
- (04) (a) "Perception is an imperfect process beginning with environmental stimuli received through our senses."
Do you agree with this statement. Explain your answer with suitable examples.
(10 marks)
- (b) How do you predict the behaviour of following employee relating to the given incident? Explain your answer using the Attribution Theory.
"On a particular day Viraj is making poor-quality products by certain machine."
(08 marks)
(Total 18 marks)

- (05) (a) The two terms of Groups and Teams do not specify the same meaning. Define and clarify the difference between a work group and a work team.
(08 marks)
- (b) Identify the characteristics of an effective team and briefly explain them.
(10 marks)
(Total 18 marks)
- (06) (a) Define the leadership and explain the difference between the leadership and Management.
(04 marks)
- (b) Briefly Describe one theory of leadership and explain how it can be applied to explain the leadership behaviour of managers attached to modern organizations.
(07 marks)
- (c) "Communication becomes ineffective due to the fault of the sender."
Discuss the validity of this statement.
(07 marks)
(Total 18 marks)
- (07) (a) "No one can influence behaviour of others in an organization applying power bases alone, if the contingency factors are not in existence."
Comment on above statement using suitable examples.
(09 marks)
- (b) What are the consequences of stress? What are the steps that an organization can take for minimizing employee stress.
(09 marks)
(Total 18 marks)
- (08) (a) 'Udara Apparel Limited' is an export oriented company and it employees 500 operational level employees (320 females and 180 males) and 35 executive grade employees. They are working under two shifts (including a night shift). The management is planning to develop an ethical culture within the organization and they are going to take advice from a consultant. Assuming that you have been appointed as the ^{consultant}consult. State the recommendations you are going to submit to the management for developing an ethical culture in the organization.
(09 marks)
- (b) Clarify the distinction between organizational change and organizational development(OD).
(03 marks)
- (c) Briefly explain the forces stimulating an organizational change.
(06 marks)
(Total 18 marks)