



**University of Kelaniya – Sri Lanka**

***External Examinations Branch***

**Faculty of Commerce & Management Studies**

**Bachelor of Business Management (General) Degree Third Examination  
(External) – 2010**

**January 2012**

**BMGT E 3055 – Organizational Behaviour**

Time: 03 Hours

This paper consists of two (02) parts - Part I and Part II

**Instructions.**

- (i) Answer all questions in part I
- (ii) Part I contains 20 Multiple choice Questions. Each question carries 02 marks. (Total marks for Part I,  $20 \times 2 = 40$  marks)
- (iii) Part II comprises of 05 questions and you have to answer only 03 questions. Each question carries equal marks. Total marks for part II is 60.
- (iv) It is compulsory to write answers for the questions in part I in the question paper itself and it should be attached to the answer booklet containing answers for part II.
- (v) Part I of the question paper should not be taken out of the examination Hall.
- (vi) Do not use additional papers to write answers for the questions in part I.

Part I

**Underline the most appropriate answer for each question states below.**

01. Malaka is appointed as a project leader in TechnoSoft Ltd. He wants to adopt a leadership approach that focuses on the employee's readiness and willingness to perform as well as his ability to do what is expected. Malaka's choice of leadership theory will be
- (a) Fiedler's contingency model
  - (b) Leader-member exchange theory
  - (c) Life cycle model
  - (d) Leadership-participation model
  - (e) Path-goal theory.
02. Bobby is a corporate manager who prefers rule-regulated, orderly, and unambiguous activities. He is dull and a stubborn person. But is very efficient in work related activities and is practical in his approach. What is the type of Bobby's personality?
- (a) Artistic
  - (b) Conventional
  - (c) Realistic
  - (d) Social
  - (e) Enterprising
03. Though individuals may observe the same thing, yet they may perceive it differently. Many factors operate to either shape or distort perception. These factors relate to the perceiver. In light of the above statement, identify the factor that does **not** influence perception?
- (a) Attitudes
  - (b) Motives
  - (c) Interests
  - (d) Food habits
  - (e) Experience.
04. When a leader puts pressure on his/her followers to meet deadlines and maintain certain standards of performance, he/she is said to be scoring high on
- (a) Delegation dimension
  - (b) Initiating structure
  - (c) Autocratic dimension
  - (d) Consideration dimension
  - (e) Charismatic dimension.

05. Which of the following traits refers to the extent to which a person is responsible and achievement oriented and limits the number of goals set for himself, devotes his time and energy to those goals and often succeeds in achieving his goals?
- (a) Agreeableness
  - (b) Openness to experience
  - (c) Conscientiousness
  - (d) Extraversion
  - (e) Emotional stability.
06. Human behavior can be understood better if one is able to comprehend the role played by the internal and external factors in influencing behavior. Which of the following statement/s is/are **true** regarding personality?
- I. Personality is not a result of the generic factors alone.
  - II. People behave in different ways depending on the situation.
  - III. Only personality traits, not the situational factors, have an impact on human behavior.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
07. Ms. Nayani Perera is the manager for Wishmitha Private Ltd. She discusses problems with subordinates and seeks their suggestions before making a decision. Nayani Perera's leadership style is referred to as
- (a) Directive
  - (b) Supportive
  - (c) Participative
  - (d) Achievement-oriented
  - (e) Delegative.
08. The marketing department has just sent a four-page report to the engineering department concerning plans for a new product to be introduced in the next two months. Classify the communication stated above into one of the following forms of communication?
- (a) Upward
  - (b) Lateral
  - (c) Network
  - (d) Downward
  - (e) Grapevine.

09. The sum total of ways in which an individual interacts with people and reacts to situations is known as
- (a) Attitude
  - (b) Emotions
  - (c) Behavior
  - (d) Personality
  - (e) Character.
- 10: Which of the following is a relatively permanent change in behavior that occurs as a result of experience?
- (a) Learning
  - (b) Selectivity
  - (c) Personality
  - (d) Consensus
  - (e) Group think
11. Which of the following statements are **true** regarding distributive bargaining approach?
- I. The distributive bargaining approach is based on the assumption of an existence one or more solutions to a problem.
  - II. Distributive bargaining assumes that there can be no solution that satisfies both parties.
  - III. Distributive bargaining leads to win-win situations.
  - IV. Distributive bargaining approach leads to win-lose situations.
- (a) Both (I) and (II) above
  - (b) Both (I) and (III) above
  - (c) Both (II) and (III) above
  - (d) Both (II) and (IV) above
  - (e) Both (III) and (IV) above.
12. Reward power is based on B's belief that A has the ability to grant rewards to B. Which of the following indicates the **most** important feature of reward power?
- (a) It makes employees strictly follow the rules or policies of an organization
  - (b) The power is dependent on the recipient
  - (c) For a person to assume reward power, the people over whom power is to be wielded must perceive that person to be credible, trustworthy and relevant
  - (d) The base of the reward power is to identify an individual with desirable resources
  - (e) It is the power a person receives because of his or her position in the formal organizational hierarchy.



13. Which of the following is **not** a conflict stimulation technique?
- (a) Appointing a devil's advocate
  - (b) Bringing in outsiders
  - (c) Communication
  - (d) Authoritative command
  - (e) Restructuring the organization
14. Although the terms group and team are often used interchangeably, they do not mean the same. Which of the following is **not true** regarding work teams?
- I. In work teams, the primary motive of interaction is to share information and to take decisions, thereby helping each other to perform within his or her area of responsibility.
  - II. The performance in a work team is greater than the group member's individual inputs.
  - III. Effectiveness of performance is measured directly by assessing the collective work product.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) Both (II) and (III) above.
15. Many organizations use teams to enhance organizational effectiveness. Which of the following **does not** come under the essentials for building effective teams?
- (a) Providing a supportive environment
  - (b) Relevant skills
  - (c) Role clarity
  - (d) Focus on individual tasks
  - (e) Team rewards
16. Which of the following stages of group development is characterized by conflict and confrontation within the group?
- (a) Adjourning
  - (b) Performing
  - (c) Storming
  - (d) Forming
  - (e) Norming.
17. Researches have indicated that relationship conflicts tends to be
- (a) functional
  - (b) dysfunctional
  - (c) emotional
  - (d) subtle
  - (e) profitable

18. One set of values in Rockeach Value Survey (RVS), which refers to desirable end-states of existence, is called
- (a) instrumental values
  - (b) terminal values
  - (c) judgmental values
  - (d) organizational values
  - (e) cultural values
19. Upward communication process helps in
- (a) providing feedback to higher authorities
  - (b) counseling subordinates
  - (c) creating a disciplined work atmosphere
  - (d) instructing junior employees
  - (e) spreading rumor
20. Which of the following types of conflict resolution has an ideal solution where both parties emerge as winners?
- (a) Compromising
  - (b) Arbitration
  - (c) Mediation
  - (d) Problem solving
  - (e) Accommodating

## Part II

Answer any three (03) questions from the given five (05) questions in this part

01.

- (a) "Behaviour is generally predictable, so there is no need to formally study OB".

Do you agree with this statement. Give reasons for your answer.

(05 marks)

- (b) "Just as it is imperative to eliminate dysfunctional conflicts so it is important to have functional conflict," do you agree with this statement? Explain your response giving reasons. How an organization would create functional conflict for organizational effectiveness?

(15 marks)

(Total 20 marks)

02.

- (a) "All complex behaviour is learned. If we want to explain and predict behaviour, we need to understand how people learn".

Explain this statement using theories of learning.

(10 marks)

- (b) "Performance of a task assigned to an employee is at an unsatisfactory level".

Explain the attribution process available for his manager to evaluate his performance.

(10 marks)

(Total 20 marks)

03.

- (a) "Personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustment to his environment."

Examine the validity of this statement in explaining the concept of personality.

(10 marks)

- (b) When people perceive politics as a threat rather than as an opportunity, they often respond with defensive behaviour. Explain reactive and proactive types of behaviour to avoid action, blame, and change.

(10 marks)

(Total 20 marks)

04.

- (a) Explain why men and women are sometimes frustrated with each others' communication behaviours.

(08 marks)

- (b) The Human Resource Manager of Alex (PVT) Limited has decided to form a group for organizing its annual sport meet. Advise him, on how he can apply five - stage group development process for this purpose.

(12 marks)

(Total 20 marks)

05.

- (a) Some people suggest that the most effective organizations have the strongest cultures. What do you mean by the "strength" of organizational culture? What are the possible problems with a strong culture?

(10 marks)

- (b) How do you make a distinction between organizational change and development? Give specific examples for both organizational change and development.

(10 marks)

(Total 20 marks)