



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

*Faculty of Commerce & Management Studies*

Bachelor of Business Management (General) Degree Second Examination (External) - 2011

December 2013

**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 stated below.**

01. 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) Group thinking
02. An outsider can diagnose an organization's culture using each of the following except
- (a) Photographs
  - (b) Organizational stories
  - (c) Annual reports
  - (d) Magazine articles
03. Which of the following statement is false about the perceptual process?
- (a) A person's perceptual process does not learn from repeated exposure to stimuli
  - (b) The perceptual process includes inputs to the person
  - (c) A person selectively attends to inputs
  - (d) A perceptual process plays a role when a person adapts to a changing environment
04. Which of the traits out of the following refers to a characteristic indicating to what extent a person takes responsibility, whether he is achievement oriented, and has limited the number of goals set for him, devoted his time and energy to succeed achievement of his goals?
- (a) Agreeableness
  - (b) Conscientiousness
  - (c) Extraversion
  - (d) Emotional stability
05. 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 this communication into one of the following forms of communication?
- (a) Upward
  - (b) Lateral
  - (c) Downward
  - (d) Grapevine

06. 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
07. 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
08. 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
09. Which of the following statements is false about power in organizations?
- (a) Power is a person's ability to get something done in the way the person wants to get it done
  - (b) Power is essential to leadership and management functions
  - (c) Power typically has negative effects on organizations
  - (d) Powerful managers and leaders get more resources for their subordinates
10. "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

11. Ms. Nilmini Silva is the manager for LCOC Private Ltd. She discusses problems with subordinates and seeks their suggestions before making a decision. Nilmini Silva's leadership style is referred to as
- (a) Directive
  - (b) Supportive
  - (c) Participative
  - (d) Achievement-oriented
12. 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 of work teams is measured directly by assessing the collective work product.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (II) and (III) above
13. 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) Role clarity
  - (c) Focus on individual tasks
  - (d) Team rewards
14. Researches have indicated that relationship conflicts tends to be
- (a) functional
  - (b) dysfunctional
  - (c) emotional
  - (d) profitable



15. 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
16. Upward communication process helps in
- (a) providing feedback to higher authorities
  - (b) counseling subordinates
  - (c) creating a disciplined work atmosphere
  - (d) instructing junior employees
17. Which of the following types of conflict resolution has an ideal solution where both parties emerge as winners?
- (a) Compromising
  - (b) Arbitration
  - (c) Problem solving
  - (d) Accommodating
18. Palitha 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 palitha's personality?
- (a) Artistic
  - (b) Conventional
  - (c) Realistic
  - (d) Social
19. There are few stages in the process of group development. Which of the following stages of group development is characterized by conflict and confrontation within the group?
- (a) Performing
  - (b) Storming
  - (c) Forming
  - (d) Norming

20. 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) Both (I) and (II) above
- (c) Both (II) and (III) above
- (d) All (I), (II) and (III) above

## Part II

Answer any three (03) questions out of the five (05) questions given in this part.

01. (a) "Culture performs a number of functions within an organization. They are clearly beneficial to an organization. But we should not ignore the potentially dysfunctional aspects of culture." Carefully review the functions that culture performs and clarify how maintaining the culture becomes a responsibility of an organization.

(10 marks)

- (b) "When describing an incident involving conflict, we are usually referring to the observable part of the conflict. But it is only a small part of the conflict process. Conflict is a process consisted of several stages."  
Discuss above statement.

(10 marks)

(Total 20 marks)

02. (a) Explain the contribution of Traditional Learning Theory in explaining the learning process of an individual.

(08 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.

(12 marks)

(Total 20 marks)

03. (a) "Heredity determines personality."

- (i) Develop an argument to support this statement  
(ii) Develop an argument against this statement

(08 marks)

- (b) "Power refers to a capacity that A has to influence the behaviour of B so that B acts in accordance of A's wishes. There are number of power bases and contingencies determine whether these power bases translate into real power."  
Discuss above statement using a model of power in an organization.

(12 marks)

(Total 20 marks)

04. (a) "Communication is a key driver in knowledge management. Communication brings knowledge into the organization and distributes it to employees who require information." Make your comments on this statement.

(10 marks)

(b) "Teams are more productive than groups in today's organizational context." Do you agree with this statement? Give reasons for your answer.

(10 marks)

(Total 20 marks)

05. (a) Describe briefly any leadership theory. Evaluate its strength in explaining the leadership behaviour of today's managers.

(10 marks)

(b) "More and more organizations today face a dynamic and changing environment. Therefore managers tend to do often changes within the organization. What they have to face is a challenging "task". Do you agree with this statement? Give reasons for your answer.

(10 marks)

(Total 20 marks)