University of Kelaniya - Sri Lanka

Centre for Distance and Continuing Education

Faculty of Commerce & Management Studies

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

2012

June/ July - 2015

BMGT E 3055/ BMG 302.1 –   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 x 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.

Part I

Underline the most appropriate answer for each question states below.

01.   A common definition of organizational behaviour is that it is the study of

    a.   Individual Behaviour

    b.   Group Behaviour

    c.   Patterns of organizational structure

    d.   All of the above

02.   Organization structure primarily refers to

    a.   how activities are coordinated & controlled

    b.   how resources are allocated

    c.   the location of departments and office space

    d.   the policy statements developed by the firm

03.   Communication begins with

    a.   Encoding

    b.   Idea origination

    c.   Decoding

    d.   Channel selection

04.   In present context, challenge for the study of OB is,

    a.   Employee expectation

    b.   Workforce diversity

    c.   Globalization

    d.   All of the above

05.   Groups created by managerial decision in order to accomplish stated goals of the organization are called

    a.   formal groups

    b.   informal groups

    c.   task groups

    d.   interest groups

06. The five personality traits as per Big Five Personality Model are
   a. Extroversion, Agreeableness, Conscientious, Emotional Stability, Openness to experience
   b. Extroversion, Agreeableness, Friendly, Emotional Stability, Openness to experience
   c. Extroversion, Agreeableness, Courage, Friendly, Openness to experience
   d. Extroversion, Agreeableness, Conscientious, Emotional Stability, Easy going

07. What is social loafing?
   a. A process where individuals in teams work less hard than they would individually
   b. A process where individuals work harder when they are in teams
   c. When someone hangs around with others and enjoys the camaraderie of being part of a team
   d. Team building activities

08. What is a trait according to leadership trait theory?
   a. A list of the things that make leaders different to everyone else.
   b. A list of the key things that a leader should do to be great.
   c. The list of key behaviours a leader exhibits.
   d. A list of key characteristics that makes a leader great.

09. 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.

10. A transactional leader is one who:

    a. Inspires employees and has strong interactions with them

    b. Does deals with employees in order to get them to do things the leader wants

    c. Is the ideal form of leadership

    d. Works for long-term goals of the organization

11. Why might empowering the workers be good for the organization?

    a. Because workers are better trained and therefore more productive.

    b. Empowered workers work best in a team.

    c. Managers have more control over telling employees exactly what to do.

    d. Power resides at the level of the person actually doing the job, leading to better decision making and can satisfy customer needs.

12. According to channel richness theory which of these channels would communicate the richest meaning?

    a. Telephone call

    b. Text message

    c. Personal email

    d. Message on a notice board

13. When a cat responds to the opening of a cupboard it expects food, the opening of the cupboard is the:

    a. Conditioned response

    b. Unconditioned stimulus

    c. Conditioned stimulus

    d. Unconditioned response

14. 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

15. 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

16. 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

17. 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

18. 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

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19. Researchers have indicated that relationship conflicts tends to be

   a. Functional

   b. Dysfunctional

   c. Emotional

   d. subtle

20. 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

Part II

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

01.

    a. "There are a lot of challenges and opportunities today for managers to use Organizational Behaviour concepts." Do you agree with this statement? Give reasons for your answer.

(06 marks)

    b. Effectiveness of negotiations depends on both situational influences and the behaviours of the negotiators. Discuss.

(07 marks)

    c. "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.

(07 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." Elaborate this statement using theories of learning.

(07 marks)

    b. What are the factors that influence perception?

(06 marks)

    c. 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."

(07 marks)

(Total 20 marks)

03.

a. Evaluate specific personality attributes that have been found to be powerful predictors of behaviour in organizations.

(10 marks)

b. "No one can influence behaviour of others in an organization applying power bases alone, if the contingency factors are not in existence." Comment on the above statement using suitable examples.

(10 marks)

(Total 20 marks)

04.

a. "Many problems encountered in our business and personal lives result from miscommunication. Communication may fail for a variety of reasons". Identify and explain barriers for effective communication.

(06 marks)

b. What is nonverbal communication? Why is it important to understand the nonverbal communication of others?

(06 marks)

c. Identify and explain the essentials of effective communication

(08 marks)

(Total 20 marks)

05.

a. 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)

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

(06 marks)

c. Carefully review the functions that culture performs and identify the culture as a liability for an organization.

(07 marks)

(Total 20 marks)