

# EASTERN UNIVERSITY, SRI LANKA

## FACULTY OF COMMERCE & MANAGEMENT

Final Year First Semester Examination in Bachelor of Business Administration-

2018/2019 (Proper/Repeat) -August 2020

HRM 4053- Organization Psychology

Answer all questions

Time: 03 Hours.

**Q1. Read the Case Study and Answer the questions given below.**

Recently, Kathy Smith, a project manager for a large industrial construction company was assigned to oversee a multi-million-pound factory in Spain. Kathy had earned this assignment after completing a number of smaller assignments in the UK over the past three years. This was her first overseas assignment and she was eager to make a good impression, particularly given the size and scope of the project. Successfully completing this project would increase her visibility within the organization dramatically and earmark her as a candidate for upper management. Kathy had good project management skills; in particular, she was organized and highly self-motivated. Team members at her last two project assignments used to joke that just trying to keep up with her was a full-time job!

Kathy wasted no time settling into oversee the development of the new development. Operating under her normal work approach, Kathy routinely required her staff and the senior members of the project team to work long hours, ignoring weekend breaks if important milestones were coming up, and generally adopting a round-the-clock work approach for the project. Unfortunately, in merely expecting her team, made up of local residents, to change their work habits to accommodate her expectations, Kathy completely misread these individuals. They bitterly resented her overbearing style, unwillingness to consult them on key questions, and aloof nature. Rather than directly confront her, however, team members began a campaign of passive resistance to her leadership. They would purposely drag their feet on important assignments or cite insurmountable problems when none, in fact, existed. Kathy's standard response was to push her and her project team harder, barraging subordinates with increasingly urgent communications demanding faster performance. To her bewilderment, nothing seemed to work.

The project became quickly bogged down due to poor team performance and ended costing the project organization large financial penalties for late delivery. Kathy might have many traits that worked in her favor, but she was seriously lacking in the ability to recognize the feelings and expectations of others and take them into consideration.

a. What type of Leadership was used by Kathy in handling her employees? Explain how it helped her in achieving the better organizational performance. (06M)

b. Discuss how Kathy lacked sufficient emotional intelligence to be effective in her project manager assignment. (07M)

c. Of the various elements of emotional intelligence, which element(s) did she appear to exhibit successfully? Provide appropriate evidences to support your answer. (08M)

d. If you were in Kathy's Position What kind of measures you will take to handle this scenario and explain how you will make the working environment more pleasant? (07M)

(Total 28M)

Q2. "Industrial-organizational psychology is the branch of psychology that applies psychological theories and principles to organizations."

a. What do you understand by Industrial-organizational psychology? (03M)

b. Explain the importance of psychology to the middle and top-level manager. (07M)

c. Illustrate the relationship between Organizational Psychology and HRM Functions with suitable examples (08M)

(Total 18M)

Q3. "Personality is the coherent patterning of affect, behavior, cognition, and desires over time and space."

a. What is the difference between Emotions and Moods? Explain the factors that determine personality of a person.

(05 Marks)

b. "Situations can temporarily or permanently change an individual's Personality" Comment on this statement.

(07 Marks)

c. As an Undergraduate and future employment seeker in the labour market, what strategies you will take to improve your personality in-order to assure your employability in the competitive job market.

(08 Marks)

(Total 20 Marks)

Q4. "Stress is defined in terms of its physical and physiological effects on a person, and can be a mental, physical, or emotional strain."

a. What do you understand by the term occupational stress?

(03 Marks)

b. State some strategies that would help the organizations in managing the occupational stress of their employees.

(05 Marks)

c. "Organizational stresses are not always lead to hassles" Do you agree with this statement. Justify your answer.

(07 Marks)

(Total 15 Marks)

Q5. "Organizational learning is important for all companies, as the creation, retention and transfer of knowledge within the organization will strengthen the organization as a whole."

a. "Organizational learning and learning organization are being used interchangeably. Differentiate the two terms with proper examples.

(05 Marks)

b. In general, the experts talk about four different types of knowledge that exist and are used within an organization. Briefly explain each of them with appropriate examples in an organizational context.

(06 Marks)

c. Explain the relationship that exists between Organizational Learning and Organizational Culture.

(08 Marks)

(Total 19 Marks)