

Eastern University, Sri Lanka

Faculty of Commerce and Management

Second Year - First Semester Examination in BBA/BCom - 2016/2017

July/August – 2018 (Proper/Repeat)

MGT 2053 Organizational Behaviour

Answer All Five (5) Questions.

Time: 03 Hours

Answers have to be given in this question paper.

No. of Pages: 14

Q1. Read the following case study and answer the questions given below [in Question Number-1 (Q1)].

One of the reasons the economic recovery has been sluggish (inactive) is that employers have been reluctant to replace those they laid off. If you can produce the same amount or provide the same service with fewer employees, that's efficient, of course. But is it a short-sighted way to manage? Evidence suggests that employees are at their breaking point—and employers will pay a price just like the employees they are stressing. Employees are really stressed. More work is being done with fewer people. Workers wonder whether they will be the “next shoe to fall” in layoffs. In a recent survey of managers, 81 percent agreed that worker stress and fatigue is a greater problem than in the past. Says one Sacramento, California, employee, “I can't remember the last time I went out for lunch. I bring my lunch and eat at my desk,” she says. She cannot even complain to her husband, since he's also in the same boat—working 10-hour days and “coming home late and exhausted.”

Some employers are long-sighted enough to address the problem.

Tony Schwartz, CEO of a consulting firm, decided to institute a program he called “Take Back Your Lunch.” He encourages his employees to take a lunch break and even urges them to organize mid-day gatherings with social networking site Meetup.com. Another company with progressive management is the accounting firm Ernst & Young. Of the company's 23,000 employees, about 10 percent work under flexible arrangements where they can work less or adopt a more flexible schedule during nonpeak times.

These companies have found that taking the long view and emphasizing balance helps good employees be more productive over the long-term—and more likely to stick around. “We listen to our people and they tell us very consistently that flexibility is incredibly important to them and to their family,” said James Turley, Ernst & Young's CEO. It is not hard to find

employees who think they're overworked and underpaid. If a company managed according to worker complaints, the squeakiest wheel would always get the grease. Sure, people would work fewer hours and feel less stressed, but that would compromise an organization's ability to be competitive and to reward its hardest-working and most productive employees.

Labour is often the largest single cost for an employer, which means that if it is to remain competitive, the firm needs to earn more revenue per employee. It doesn't take a genius to realize that one way of accomplishing that is to pay attention to the denominator. It's that magical thing we call "productivity," a central metric by which we can measure an organization's performance. Organizations that are productive today enjoy higher earnings later.

Take Deutsche Bank as an example. The number of front office employees in Deutsche Bank's investment banking division has fallen 12 percent from pre-crisis levels, while revenue per employee has increased 20 percent. That sounds like a well-managed company, doesn't it? Yet Deutsche Bank employees probably do feel they're working harder than ever. What would you think of a company if the story instead was, "Net revenue per employee has fallen 20 percent, but employees feel much less stressed at work"? We don't live in a world where companies have the luxury of doing less with more.

Managers shouldn't go out of their way to stress out their employees. Nor should they take a blind eye toward burnout. But realistically, in today's globally competitive business environment, the organizations that will survive are those that can do more with less. This means employees are stressed by higher workloads, well, it beats the unemployment rate, doesn't it? Although much of the research works deals with how organizational managers can relieve stress for employees, employees also have a certain degree of responsibility for managing their own stress. Beyond the fact that high levels of stress are unpleasant, employees who experience them have difficulty concentrating at work, make more mistakes, miss more days of work, and use more health insurance. This suggests that it may be employees' ethical responsibility as an employee to ensure their stress level is not high enough to interfere with their ability to work effectively for clients, customers, and co-workers. There are some strategies employees might want to employ to reduce their stress level.

Q1. True or False Questions (based on case study: Question No. 1): Mark (X) for appropriate answer.

(a)

1. One of the causes for slow economic recovery is that employers failed to fulfil new vacancies in their organizations.

(A)	True	
(B)	False	

2. Maintaining employee efficiency (produce the same amount or provide the same service with fewer employees) is not good for organizations in long term perspective.

(A)	True	
(B)	False	

3. According to the case study, if an employee takes his/her lunch at desk is an indication of workplace stress.

(A)	True	
(B)	False	

4. Most of the workers and managers are affected by stress and fatigue which is a greater problem than in the past.

(A)	True	
(B)	False	

5. In managing stress level of employees, their managers have a certain degree of responsibility for managing their own stress.

(A)	True	
(B)	False	

(05 Marks)

(b) Suggest a suitable Title (Topic) for this case study (only one).

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(02 Marks)

(c) List out three (3) strategies which are useful to employees to reduce their stress levels.

(03 Marks)

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- (d) According to the case study, there are some organizational practices lead to employee stress level. Identify three (3) such organizational practices based on study.

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- (e) According to the case study, what is the relationship between:
 1. *Employee productivity and employee stress?*
 2. *Employee stress and net revenue per employee?*

(02

Employee productivity and employee stress:

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Employee stress and net revenue per employee:

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- (f) As a summary, what does the case study attempt to say to the reader?

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(Total 2

Q2.

(a) *Fill in the blanks by using most appropriate concept(s) or word(s).*

1.represent basic convictions that “a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence”.
2. One of the most widely referenced approaches for analysing variations among cultures was done in the late 1970s by
3. tries to explain the ways in which we judge people differently, depending on the meaning we attribute to a given behaviour.
4. The proposes that effective group performance depends on the proper match between the leader’s style and the degree to which the situation gives the leader control.
5. as the ability to influence a group toward the achievement of a vision or set of goals.

(05 Marks)

(b) *True or False Questions: Mark (X) for appropriate answer.*

1. The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines human skills.

(A)

True	
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(B)

False	
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2. OB is the study of what people do in an organization and how their behaviour affects the organization’s performance.

(A)

True	
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(B)

False	
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3. Withdrawal behaviour is the set of actions that employees take to isolate themselves from the organization and home.

(A)

True	
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(B)

False	
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4. Group cohesion is the extent to which members of a group support and invalidate one another at work.

(A)

True	
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(B)

False	
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5. Group functioning refers to the quantity and quality of a group’s work inputs.

(A)

True	
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(B)

False	
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(05 Marks)

(c) List out five (5) key aspects or outcomes of Organizational Behaviour in the context of Lankan Garment Factory.

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(d) Briefly explain at least five (5) types or forms of discriminations in the workplace.

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Q3.

(a) *Fill in the blanks by using most appropriate concept(s) or word(s).*

1. A model called demonstrates that employees react emotionally to things that happen to them at work, and this reaction influences their job performance and satisfaction.
2. as the sum total of ways in which an individual reacts to and interacts with others.
3. in organizations consists of activities that are not required as part of an individual's formal role but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization.
4. The process consists of five steps: (1) preparation and planning, (2) definition of ground rules, (3) clarification and justification, (4) bargaining and problem solving, and (5) closure and implementation.
5. An defines how job tasks are formally divided, grouped, and coordinated.

(05 Marks)

(b) *True or False Questions: Mark (X) for appropriate answer.*

1. Emotions are less intense feelings than emotions and often (though not always) arise without a specific event acting as a stimulus.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>

2. Extraverted individuals are outgoing, sociable, and assertive. Introverts are quiet and shy.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>

3. When we rank an individual's values in terms of their intensity, we obtain that organization's value system.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>

4. Perception is a process by which groups organize and interpret their sensory impressions in order to give meaning to their environment.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>

5. According to Organizational Behaviour, *ragging* is a social behaviour of Sri Lankan University system.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>

(05 Marks)

- (c) The following Table shows five statements of employees in an organization. The statements indicate the three main components of an attitude. Identify the components of each statement.

#	Statements of employees	Which component of an attitude?
1.	<i>"My supervisor gave a promotion to a co-worker who deserved it less than me. My supervisor is unfair".</i>	
2.	<i>"My pay is low"</i>	
3.	<i>"I am angry over how little I'm paid."</i>	
4.	<i>"I dislike my supervisor!"</i>	
5.	<i>"I'm looking for other work; I have complained about my supervisor to anyone who would listen".</i>	

(05 M)

- (d) The following Table describes major types of job related attitudes. Identify the appropriate type of job related attitude for each statement.

#	Description	Which type of job attitude?
1.	<i>An individual's involvement with, satisfaction with, and enthusiasm for the work he or she does.</i>	
2.	<i>The degree to which employees believe an organization values their contribution and cares about their well-being.</i>	
3.	<i>The degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.</i>	
4.	<i>The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth.</i>	
5.	<i>Employees' belief in the degree to which they affect their work environment, their competence, the meaningfulness of their job, and their perceived autonomy in their work.</i>	

(05 M)

(Total 20 M)

Q4.

(a) *Fill in the blanks by using most appropriate concept(s) or word(s).*

1. A generates positive synergy through coordinated effort. The individual efforts result in a level of performance greater than the sum of those individual inputs.
2. use computer technology to unite physically dispersed members and achieve a common goal.
3. A has developed the continuous capacity to adapt and change. "All organizations learn, whether they consciously choose to or not-it is a fundamental requirement for their sustained existence".
4. refers to the degree to which jobs within the organization are standardized.
5. An organization's internal structure contributes to explaining and behaviour.

(05 Marks)

(b) *True or False Questions: Mark (X) for appropriate answer.*

1. A work group is a group that interacts primarily to share information and make decisions to help each member perform within his or her area of responsibility.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>
2. Communication fosters motivation by clarifying to employees what they must do, how well they are doing it, and how they can improve if performance is subpar.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>
3. A mentor is a senior employee who sponsors and supports a more-experienced employee, a protégé.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>
4. The effort to match job requirements with personality characteristics is best articulated in John Holland's personality-job fit theory.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>
5. Instrumental values refers to desirable states and terminal values refers to preferable modes of behaviour or means of achieving the instrumental values.

(A)	True	<input type="checkbox"/>
(B)	False	<input type="checkbox"/>

(05 Marks)

Q5.

(a) *Fill in the blanks by using most appropriate concept(s) or word(s).*

1. A that proposes that a can be described in terms of five core job dimensions: skill variety, task identity, significance, autonomy, and feedback.
2. When we draw a general impression about an individual on the basis of a characteristic, such as intelligence, sociability, or appearance, is operating.
3. A emphasizes building on employee strengths, rewards more than it punishes, and emphasizes individual vitality and growth.
4. is the repetitive sequence of activities that express and reinforce the key values of the organization, which goals are important, which people are important, and which are expendable.
5. recognizes that people have an life that nourishes and is nourished by meaningful work in the context of community.

(05 Marks)

(b) *MCQ Questions: Underline the most suitable answer for the following questions.*

1. Individuals who report unethical practices by their employer to outsiders.
 - (A) Whistle-blowers
 - (B) Ethical-blowers
 - (C) Ethical employees
 - (D) Ethical leaders
 - (E) Risk taker
2. In psychology, describes a person who has a grandiose sense of self-importance, requires excessive admiration, has a sense of entitlement, and is arrogant.
 - (A) Machiavellianism
 - (B) Narcissism
 - (C) Core self-evaluations
 - (D) Proactive Personality
 - (E) Aggressive Personality
3. _____ refers to the degree to which management decisions take into consideration the of outcomes on employees.
 - (A) Result Orientation
 - (B) Team Orientation
 - (C) Attention to Details
 - (D) People Orientation
 - (E) Employee Orientation

