

12 FEB 2018

EASTERN UNIVERSITY, SRI LANKA

Eastern University, Sri Lanka
Faculty of Commerce and Management
Second Year-First Semester Examination in BBA/BCOM - 2015/2016 [P/R]
October/November - 2017
MGT 2053 Organizational Behaviour

Answer All Five Questions

Time: 03 Hours

Q1. Read the following Case Study and answer the questions given below.

Team Work

Despite years of promises that teamwork will serve as a cure-all for the problems of business, many managers have found that even teams with highly motivated, skilled, and committed members can fail to achieve the expected results. Professor Richard Hackman from Harvard University has been studying teams for years and believes that more often than not, failing to establish the groundwork for effective team performance leads teams to be less effective than if the leader simply divided up tasks and had each individual work on his or her assigned part. As Hackman notes, "I have no question that a team can generate magic. But don't count on it."

What are the main factors Hackman has identified that lead to effective teams? Teams should be kept small and have consistent membership to minimize the types of coordination tasks that take up valuable time. Too often, organizations set up project-based teams and then reconfigure them, without considering the stages of group development that might have to occur before the team can achieve full performance. Supports need to be in place, like group-based rewards and clearly defined group responsibilities. Surprisingly, in his study of 120 senior management teams, Hackman found fewer than 10 percent of members agreed about who was even on the team!

Successful teams also have assertive, courageous leaders who can invoke authority even when the team resists direction. Similar lessons were derived from the failure of Ghana Airways, a state-run organization that experienced frequent changes in top management that were disruptive to establishing a consistent leadership team. As a result of excessive

turbulence and lack of strategic vision, the 40-year-old air carrier that was once an emblem for the country went bankrupt.

Do these weaknesses mean teams are never the answer to a business problem? Obviously it is often necessary to bring together and coordinate individuals with a diverse set of skills and abilities to solve a problem. It would be impossible for all the management tasks of a complex organization like Ghana Airways to be done by disconnected individuals. As often there is more work to be done in a compressed time period than any one individual can possibly accomplish. In these cases, it is wise to consider how to best heed the advice provided above and ensure your team isn't less than the sum of its parts.

Case Study Questions:

- (a) What is the main concern or focus of this case study? *(Give your answer in two lines).* (03 Mar)
- (b) According to this case study, how you can save the time in coordinating the tasks members in an effective team? (02 Mar)
- (c) List out at least five (5) common characteristics of effective teams. (05 Mar)
- (d) According to this case study, what weaknesses make teams are never the answer to a business problem? (05 Mar)
- (e) What do you think of the elements of successful teamwork Hackman has identified? Do you believe these elements are necessary for effective team performance? (05 Mar)

(Total 20 Marks)

Q2.

- (a) "**Organizational behaviour (OB)** is a field of study that investigates the impact of individuals, groups, and structure have on behaviour within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness". Identify three independent variables and one dependent variable from the above definition for OB. (04 Mar)
- (b) **Explain** the importance of interpersonal skills in improving organizational effectiveness. (04 Mar)

(c) Organisational Behaviour specifically focuses on how to *improve* or *reduce* certain key aspects related with organizations as well as employees. **Indicate** six (6) such key aspects. **(06 Marks)**

(d) **Explain** how you can apply Organizational Behaviour Knowledge to solve behavioral problems or issues in your University (**Please provide your answer in a Table format as given below**).

#	Behavioral Problems or Issues	Explain how you can apply OB Knowledge to solve that problem or issue
1.		
2.		
3.		
4.		
5.		
6.		

(06 Marks)

(Total 20 Marks)

Q3.

(a) **Multiple Choice Questions**

- (1)involves looking at relationships, attempting to attribute cause and effects, and drawing conclusions based on systematic evidence.
- (A) Intuition
 (B) Systematic study
 (C) Workforce Diversity
 (D) Empowerment
 (E) Attribution Theory
- (2)means that organizations are becoming a more heterogeneous mix of people in terms of gender, age, race, ethnicity, and sexual orientation.
- (A) Workforce Diversity
 (B) Diversity Management
 (C) Equal Employment Opportunity
 (D) Collective Management
 (E) Collective Workforce
- (3) _____ is any relatively permanent change in behaviour that occurs as a result of experience.
- (A) Behaviour Modification
 (B) A conditioned response

- (C) Operant conditioning
- (D) Learning
- (E) Above All

(4) There are four processes that have been found to determine the influence the model (such as a parent, peer, or television performer) will have on an individual. Because of _____ processes, individuals will be motivated to exhibit the model's behaviour if positive incentives or rewards are provided.

- (A) Learning
- (B) Reinforcement
- (C) Retention
- (D) Motor reproduction
- (E) Attentional

(5) _____ is an employee's belief that he significantly affects his work environment, his competence, the meaningfulness of his job, and the perceived autonomy in his work.

- (A) Job involvement
- (B) Job satisfaction
- (C) Work life balance
- (D) Meaningfulness of work/job
- (E) Psychological empowerment

(05 x 01 = 05 Mar)

(b) *Compare* and *contrast* Lewin's Three-Step Change Model and Kotter's Eight-Step Model for Change.

(05 Mar)

(c) Briefly *differentiate* emotions from moods (*Please provide your answer in a Table format*).

(03 Mar)

(d) **Determine whether each of the following statement is "True" or "False".**

- (1) Workplace spirituality is about organized religious practices. It's about God or theology.
- (2) Leadership plays a central part in understanding group behaviour, because the leader who usually directs people/groups toward organizational goals.
- (3) Values are less flexible and relatively stable than attitudes.
- (4) Stereotyping is a type of personality.

- (5) Individual decision making is an important part of organizational behaviour. But the way individuals make decisions and the quality of their choices are largely influenced by their perceptions.
- (6) A group is two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
- (7) The punctuated equilibrium model describes the sequence of actions taken by permanent groups with deadlines.

(07 x 01 = 07 Marks)

(Total 20 Marks)

Q4.

(a) Multiple Choice Questions

- (1) _____ is an individual's involvement with, satisfaction with, and enthusiasm for the work he or she does.
- (A) Employee Engagement
(B) Normative Commitment
(C) Organizational Commitment
(D) Employee Involvement
(E) Perceived Organizational Support
- (2) _____ are enduring characteristics that describe an individual's behaviour.
- (A) Attitudes
(B) Personality Traits
(C) Value System
(D) Terminal Values
(E) Individual Dimensions
- (3) The _____ survey measures instrumental and terminal values.
- (A) Myers-Briggs
(B) Hurley-Martin
(C) Rokeach
(D) Boomers
(E) GLOBE

- (4) _____ is the process by which individuals organize and interpret their sense of impressions.
- (A) Intuition
 (B) Judgment
 (C) Understanding
 (D) Perception
 (E) Learning
- (5) If a person is seen as having been forced into a situation, the cause of his behaviour is _____.
- (A) Internal
 (B) Dependent
 (C) Independent
 (D) Situational
 (E) External

(05 x 01 = 05 Mar)

- (b) *Indicate* five (5) stages of **Conflict Process** and *what* are the two (2) factors/dimensions determining five types of **Conflict Handling Intentions or Styles**? (05 Mar)
- (c) **Organizational culture** refers to a system of shared meaning held by members that distinguishes the organization from other organizations. **Seven primary characteristics** seem to capture the essence of an organization's culture.

The following Table shows seven statements. Each statement reflects or indicates one of the seven primary characteristics of an organization's culture in Sri Lanka. *Identify and name* the relevant primary characteristics relating to each statement given below.

#	Statement	Which characterise of an organization culture?
1.	Demonstrate mutual respect in all our interactions and treat all internal and external customers the way we would like to be treated.	
2.	Changing constantly, re-inventing and evolving.	
3.	Monitor and demonstrate an impressive commitment to results.	
4.	Constantly raising the bar and competitive rather than easy going.	

5.	Encourage and promote teamwork in all aspects of behaviour.	
6.	Uncompromising ethical and professional standards of behaviour.	
7.	Activities and operations emphasize maintaining the status quo in contrast to growth.	

(07 Marks)

(d) Determine whether each of the following statement is "True" or "False".

- (1) An organic organization uses flat, cross-hierarchical and cross-functional teams, has low formalization, possesses a comprehensive information network, and involves high participation in decision making.
- (2) Leadership is the ability to influence a group towards the achievement of personal goals.
- (3) Behavioural theories differentiate leaders from non-leaders by focusing on personal qualities and characteristics.

(03 x 01 = 03 Marks)

(Total 20 Marks)

Q5.

- (a) *What* aspects or nature determine the political behaviour to be ethical or not? (05 Marks)
- (b) The impact of organizational design/structure on employee behaviour is an important aspect in organizational behaviour management. To maximize employee performance and satisfaction, managers must consider **several individual differences** when determining appropriate organizational design/structure. *List out* five such **individual differences** and briefly *explain* about them. (05 Marks)
- (c) *How* an organization can reduce/control political behaviour among its members/employees? Explain with examples. (05 Marks)
- (d) *Explain* "stress" by applying a model with its components of potential sources, individual differences and consequences. (05 Marks)

(Total 20 Marks)