Eastern University, Sri Lanka

Faculty of Commerce & Management

Final Year First Semester Examination in Bachelor of Business Administration /

Specialization in Human Recourse Management

2016/2017 (2019 January) -(Proper / Repeat)

HRM 4053 Organizational Psychology

Answer All Questions   **Time: 03 Hours**

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01. Read the following case study and answer the questions given bellow.

Sally and David

MTCR is a leading company in the development and manufacturing of a broad range of custom hardware solutions. The company prides itself and is well known for being refreshingly honest and straightforward in its dealings with customers and employees, and in its ability to deliver difficult projects on time. Sally has been a senior manager at MTCR for four years and leads a team in the custom services area of the company. In a recent 360-degree survey, Sally scored above average in the competency, *Inspires and Motivates others to High Performance*. Her report also indicated that her manager, peers, and direct reports saw this competency as a critical one for someone in her position. Some of the written comments in her survey indicated that if she demonstrated and applied this competency more often, it would have a significant positive impact on her success on the job. For these reasons, she is focusing her personal leadership development over the next year on this competency.

David is one of Sally's direct reports who has worked at MTCR for more than nine years and whose historical performance has been excellent. It's generally known among the team that David doesn't have as strong a technical background as most of his colleagues. At the same time, it is also well known that he has a very efficient work style and puts in any extra hours needed to meet personal and team goals. He transferred from a different group and joined Sally's team almost two years ago.

Unfortunately, David has had several performance setbacks on the job over the last three m One of them revolved around some critical missed assignments and late deliveries. Sa assigned him two projects with some stretch goals that were not easy for David to hit, b made those assignments specifically to give him development opportunities he had req This approach was typical for her, as she generally has a positive approach and d confidence in her team members. She had worked together with him on his plans, a checked in regularly with him during the weeks leading up to the delivery dates. Each tim was assured by him that everything was on track. These were very visible failures that end impacting the performance of Sally's entire team. The other setbacks were related to wor confrontations he had at different times with several of his teammates following the m assignments.

Sally has met often with David during these last few months. She moved quickly to call m missed responsibilities and improper behavior, wanting to be clear to him and the team th was holding him accountable for his actions. She interviewed David's teammates to get understanding of what happened and the impact these situations were having on them a team. She's also spent a good deal of time with David to get his perspective, trying to under what's been behind David's unusual behavior and to help him get back on track. Durin meetings with him, she sometimes downplayed the seriousness of the situations in order to him feel better about himself.

During Sally's coaching meetings with David over the last two weeks, she learned that the several things that are likely contributing to David's recent performance issues. He shared personal financial and family issues that clearly have him worried. He is also concerned some process and role changes on the team that Sally instituted a few months ago that caused changes in his day-to-day work responsibilities.

David has accepted Sally's feedback and recognized and taken responsibility for his act Although his personal issues are improving, they're still an obvious worry to him. He is clearly stuck on how to handle the changes in his job. One of Sally's greatest concerns is to get this formerly excellent performer back on track and contributing more, despite Da obvious discouragement and lack of confidence.

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Questions

1. "It is observed that Sally followed many of the leadership behaviors shown in the case study". Identify and explain the leadership behavior of Sally. (07 Marks)

2. "It is also observed in the case study that Sally considers her personal development as a leader". What Developmental Suggestions has Sally been practicing effectively and Which of the Developmental Suggestions has not been demonstrating effectively? (08 Marks)

3. Explain the different companion behaviors which Sally employing when dealing with David and his situation. (07 Marks)

4. Which of those companion behaviors shown was not specifically mentioned in the case study, but might be effectively employed by Sally as part of her leadership development plan? (06 Marks)

(Total 28 Marks)

02.
  i Define the term "Organizational Learning" (04 Marks)

  ii Explain the relationship between learning in organization and organizational psychology. (06 Marks)

  iii "Organizations gain knowledge in one of the four organizational units of learning". Briefly explain four types of organizational units of learning with examples. (08 Marks)

(Total 18 Marks)

03.
  i Define the term Industrial Safety and briefly describe the objectives of Industrial Safety. (06 Marks)

  iI List out Practical Strategies for Improving Psychological Health and Safety at Work. (05 Marks)

iii   Explain Building Blocks of the learning organization with example.

(07)

(Total 18)

04.   i   What do you mean by referent group and List out different type referent

(05)

ii   Explain importance of employee behavior in an organization and elaborate it influence an organizational performance

(06)

iii   Briefly describe the different types of Common factors which could be used place people into different social classes with examples.

(07 M)

(Total 18 M)

05.   i   Explain The difference between heteronomous morality and autonomous morality

(05 M)

ii   "Positive organization psychology lead to Moral development in an organizational setup" .Explain this statement taking your faculty as an exam

(06 Ma)

iii   Assume that you are working as a Human Resource Manager in the company As a Human Resource Manager explain how organizational psychology rela with human resource function of the organization with example

(07 Ma)

(Total 18 Ma)