

EASTERN UNIVERSITY, SRILANKA
FACULTY OF COMMERCE AND MANAGEMENT

Final Year First Semester Examination in Bachelor of Business Administration
(Specialization in Human Resource Management) & Bachelor of Business Administration –
2014 /2015 (May 2017)

Proper/Repeat

HRM 4053 Organizational Psychology

Answer all five (5) questions

Allocated Time: 03 Hours

Labour Tensions

The Tobacco Corporation is one of the Leading Corporations in Sri Lanka Employing 550 employees including managerial Staff. It has a Personnel Department headed by a Personnel Manager who is assisted by two Personnel Officers, One for employment and the other for training. Two trade unions namely Tobacco Industries Employees Union and Mercantile Union exist.

The Administration Department of the Corporation is Situated at a different location from the location of the Production Department. The office Layout is a Close Plan design with bicycles for managers. Workers are not allowed into the Administrative Department and can enter along with a union representative. Union officials are required to make appointments with the respective secretaries to meet managers.

Union officials perceive managers as law enforcement officers who do surprise visits to the shop floor to apprehend those who idle. Managers of the Marketing Department and the Finance Department believe generally in that workers and other non-managerial employees are not loyal to managers. Workers are given a specific on-the-job training. Wages of Workers are higher than the industry standards.

Job satisfaction of managers is very high and they enjoy many benefits and facilities such as a special canteen, a sports club, managerial trips and parties with families, a library and free medical facilities. There is no time card system to record attendance for managers. Consequently, they are highly committed to work and often are able to achieve job targets.

Since a very recent time unions and workers started to behave boisterously. All the skilled and unskilled workers became members of the Tobacco Industries Union and all Clerical employees became the members of the Mercantile Union. Workers tended to behave in undisciplined way even for a slight thing such as absence of a favourite curry or a curry not cooked to the worker's satisfaction. Throwing foods around the lunchroom and Spitting in the lunchroom, ignoring managers, frowning managers and hooting at managers were done. Posters carrying statement such as "Leaders get food fit for kings, we get to lick plates." "Meet our demands" and "give us facilities" etc. were stuck on some walls of the Corporation's Premises. Finally, both unions Collectively decided to launch a strike by the end of the next month and have already informed it to the management and the labour Department.

Questions:

a) What is the central problem in this critical incident?

(08 Marks)

b) Identify factors, which have or may have contributed to the problem.

(09 Marks)

c) How do you propose suggestions to solve the problem?

(11 Marks)

(Total 28 Ma

Q2) a) Define the term 'primary' and 'secondary' emotions with examples.

(04 Marks)

b) 'The discipline of organizational psychology can be divided into sub disciplines'. Briefly explain the different types of psychology.

(06 Marks)

c) Industrial and organizational psychology is related to organizational behaviour and human capital'. Explain how industrial and organizational psychology helps the people to do their jobs.

(08 Marks)

(Total 18 Marks

Q3) a) Describe the five different personality dimensions with its characteristics.

(05 Marks)

b) 'Personality is the entire mental organization of human being at any stage of his/ her development'. Explain the four determinants of personality with examples.

(06 Marks)

c) 'When the ego has a difficult time making both the id and the superego happy, it will employ one or more of defence mechanisms'. Explain any one of the defence mechanism with the example.

(07 Marks)

(Total 18 Marks

Q4) a) 'Emotional intelligence is one's ability to detect and to manage emotional cues and information'. Briefly describe the dimensions of emotional intelligence.

(05 Marks)

b) French and Raven (1958) distinguished between five different types of power. Explain any three types of power distinguished by French and Raven.

(05 Marks)

c) Half's career stage model suggests that an individual goes through four stages during his/ her career. Explain the four stages in this model.

(08 Marks)

(Total 18 Marks)

Q5) a) Briefly explain the different styles of conflict management.

(04 Marks)

b) "To understand the moral development, a brief discussion of values is necessary". Elaborate this statement.

(06 Marks)

c) A number of elements contribute to political behaviour, ranging from organizational to individual factors'. Differentiate these two factors with suitable examples.

(08 Marks)

(Total 18 Marks)