

EASTERN UNIVERSITY, SRI LANKA.

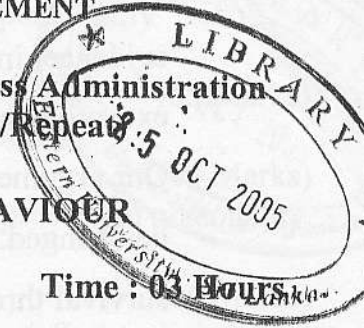
FACULTY OF COMMERCE & MANAGEMENT

Second Year/First Semester Examination in Business Administration
2003/2004 (Nov/Dec. 2004) (Proper/Repeat)

MGT 2023 ORGANIZATIONAL BEHAVIOUR

Answer all FIVE Questions.

Time : 03 Hours



ORGANIZATIONAL CULTURES

01. An organization's culture is made up of relatively stable characteristics. It develops over many years and is rooted in deeply held values to which employees are strongly committed. In addition, there are a number of forces continually operating to maintain a given culture. These include written statements about the organization's mission and philosophy, the design of physical spaces and buildings, the dominant leadership style, hiring criteria, past promotion practices, entrenched rituals, popular stories about key people and events, the organization's historic performance evaluation criteria, and the organization's formal structure.

Selection and promotion policies are particularly important devices that work against cultural change. Employees chose the organization because they perceived their values to be a "good fit" with the organization. They become comfortable with that fit and will strongly resist efforts to disturb the equilibrium. The terrific difficulties that organizations like General Motors, AT & T, and the U.S. Postal Service have had in trying to reshape their cultures attest to this dilemma. These organizations historically tended to attract individuals who desired situations that were stable and highly structured. Those in control in organizations will also select senior managers who will continue the current culture.

Even attempts to change a culture by going outside the organization to hire a new chief executive are unlikely to be effective. The evidence indicates that the culture is more likely to change the executive than the other way around.

Our argument should not be viewed as saying that culture can never be changed. In the unusual case in which an organization confronts a survival threatening crisis – a crisis that is universally acknowledged as a true life-or-death situation-members of the organization will be responsive to efforts at cultural change. However, anything less than a crisis is unlikely to be effective in bringing about cultural change.

- i) Can Organizational Cultures be changed? Support your answer with examples. (07 Marks)
 - ii) How do Organizations go about maintaining their cultures? (07 Marks)
 - iii) Under what conditions Cultural change could take place? Support your answer in the Sri Lankan Context. (07 Marks)
 - iv) What are the Organization Citizenship Behaviours (OCBs)? How do they emerge? Specify some examples of it. (07 Marks)
- 02)
- i) “Behaviour is generally predictable, so there is no need to formally study Organizational Behaviour (OB)”. Do you agree or disagree with this statement? Support your answer. (05 Marks)
 - ii) What are the three levels of analysis in the OB Model? (04 Marks)
 - iii) How you will evaluate the behaviour in Organizations? (04 Marks)
 - iv) Organizational behaviour offers both challenges and opportunities for managers. Critically analyse. (05 Marks)

- 03) i) What is *Personality*? How does personality relate to Organizational Behaviour? (05 Marks)
- ii) Briefly explain the dimensions of Personality. (04 Marks)
- iii) Explain the importance of Socialization process in personality development. (04 Marks)
- iv) Some critics have argued that “People – first policies don’t lead to higher profits. Higher profits allow people-first Policies” – Do you agree? Explain. (05 Marks)
- 04) i) Define *Perception*. (03 Marks)
- ii) The Key to understanding *Perception* is to recognize that it is a unique interpretation of the situation, not an exact recording of it”. Explain. (04 Marks)
- iii) Briefly explain the importance of *Learning*. (03 Marks)
- iv) What is attribution theory? (03 Marks)
- v) What is the difference between positive and negative reinforcement? Provide some examples. (05 Marks)
- 05) i) Briefly explain the major theoretical explanations for group formation? (04 Marks)
- ii) Define *Stress* and identify Organizational group stressors. (04 Marks)
- iii) As more and more Organizations do business in the international arena, Communication is going to become a growing problem. Explain in the context of “different customers, different managers”. (05 Marks)
- iv) What is emotional intelligence (EI)? What are the major dimensions of EI that are particularly relevant to the work place? (05 Marks)

