

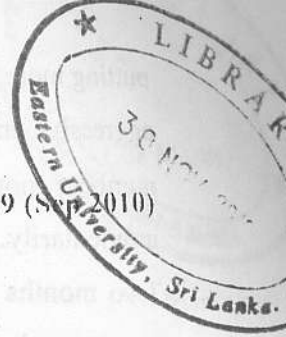
Eastern University, Sri Lanka

Faculty of Commerce & Management

Second Year- Second Semester Examination in BBA/ Bcom - 2008/09 (Sep 2010)

(Repeat)

MGT 313 – Organizational Behaviour



Answer all Questions

Time: Three Hours

Q1. Read the case study and answer the questions given below.

Kumar : Sales Representative

Kumar impatiently drummed the steering wheel and puffed a cigarette as his car moved slowly northbound along the Washington Parkway. Traffic congestion was normal in the late afternoon, but it seemed much heavier today. In any event, it was another irritation that was going to make him late for his next appointment.

As a sales representative at Noram Corp., Kumar could not afford to keep clients waiting. Sales of compressed oxygen and other gases were flat because of increased competition. Other compressed gas suppliers were eager to grab new accounts and it was becoming more common for clients to switch from one supplier to another. Kumar pressed his half-finished cigarette against the ashtray and accelerated the car into another lane.

Buyers of compressed gases knew that the market was in their favor and many were demanding price discounts and shorter delivery times. Earlier in the week, for example, one of Kumar's more demanding customers telephoned for another shipment of liquid oxygen to be delivered the next morning. To meet the deadlines, Kumar had to complete an expedited delivery form and then personally convince the shipping group to make the delivery in the morning rather than later in day. Kumar disliked making expedited delivery requests, even though this was becoming increasingly common among the reps, because it often delayed shipment of Noram's products to other clients. Discounts were even more troublesome because they reduced his commission and except for very large orders, were frowned upon by Noram management.

Meanwhile, at Noram headquarters where Kumar worked, senior managers were

putting more pressure on sales rep to produce. They complained that the reps weren't aggressive enough and area supervisors were told to monitor each sales rep's monthly numbers more closely. Kumar fumbled for another cigarette as the traffic stopped momentarily.

Two months ago, the area sales supervisor had "a little chat" with Kumar about the stagnant sales in his district and loss of a client to the competition. It was not exactly a threat of being fired- other reps also received these chats- but Kumar felt nervous about his work and began having sleepless nights. He began making more calls to potential clients, but was only able to find this time by completing administrative paperwork in the evenings. The evening work was not helping relations with his family.

To make matters worse, Noram's parent company in Germany announced that it planned to sell the U.S operations. Kumar had heard rumors that a competitor was going to purchase the firm, mainly to expand its operations through Noram's Western U.S sales force and production facilities. The competitor was well established in the eastern United States where Kumar worked, and probably would not need a larger sales force there. Kumar's job would be in jeopardy if the acquisition took place. Kumar felt another headache coming on as he stared at the endless line of red taillights glimmering along the highway ahead.

Even if Kumar kept his job, any promotion into management would be a long way off if the competitor acquired Noram. Kumar had no particular desire to become a manager, but his wife liked the idea because it would involve less travel and provide a salary that was less dependent on monthly sales. Business travel was a nuisance, particularly for out-of-town appointments, but Kumar felt less comfortable with the idea of sitting behind a desk all day.

The loud honk of another car startled Kumar as he swerved into the exit lane that he was supposed to take. A few minutes later, he arrived at the client's parking lot. Kumar rummaged through his briefcase for some aspirin to relieve the headache. He heaved a deep sigh as he glanced at his watch. Kumar was 15 minutes late for the appointment.

Questions:

1. Define stress and what are stressors do you identify in this case? (08 Marks)
2. What are the consequences of stress do you identify in this case? (10 Marks)
3. What should Kumar do to minimize his stress? (10 Marks)

(Total 28 Marks)

- Q2. a) What do you understand by the term knowledge management? and describe its importance in securing competitive advantage for an organization. (06 Marks)
- b) Explain your understanding of the process of perception. Why is the study of perception important in management and organizational behaviour? (07 Marks)
- c) Describe the basic sources of personality differences between yourself and a person you know well. (05 Marks)

(Total 18 Marks)

- Q3. a) How can managers use social learning theory to achieve desired employees behaviors? (05 Marks)
- b) What are the sources of stress for manager at work? and examine various strategies for coping with stress in organizational settings. (06 Marks)
- c) The internet and E-mail are making it easier to communicate with people from different cultures. Do you agree or disagree with that statement? Explain. (07 Marks)

(Total 18 Marks)

- Q4. a) Distinguish between formal and informal groups. And provide your own supporting examples. What functions do groups serve in an organization?

(06 Marks)

b) Think of a current or past relationship with someone who had much more power than you. How would you describe that person's relative use of the five interpersonal conflict management styles?

(06 Marks)

c) "Certain degree of stress is necessary to induce high energy and motivation of employees. Do you agree or disagree with that statement? Explain.

(06 Marks)

(Total 18 Marks)

Q5. a) Why do people in organizations tend to resist change? and explain the effectiveness of management strategies to overcome the resistance.

(07 Marks)

b) What is Emotional labour? Why is it important to understanding organizational behaviour?

(05 Marks)

c) Participation is an excellent method for identifying differences and resolving Conflicts". Do you agree or disagree with that statement? Discuss.

(06 Marks)

(Total 18 Marks)