University of Kelaniya - Sri Lanka

Centre for Distance and Continuing Education

Faculty of Commerce & Management Studies

Bachelor of Business Management (General) Degree Third Examination (External) – 2013
January - 2017

BMGT E3055 – Organizational Behaviour

This paper consists of two (02) parts - Part I and Part II

Instructions

(i) Answer all questions in part I
(ii) Part I contains 10 Multiple Choice Questions and 06 short questions. Total marks for Part I is 40.
(iii) Part II comprises of 05 questions and you have to answer only 03 questions. Each question carries equal marks. Total marks for part II is 60.
(iv) It is compulsory to write answers for the questions in part I in the question paper itself and it should be attached to the answer booklet containing answers for part II.
(v) Part I of the question paper should not be taken out of the examination Hall.
Part I

Underline the most appropriate answer for each question stated below.

01. In present context, challenges for the study of OB are
   a. Employee expectation
   b. Workforce diversity
   c. Globalization
   d. All of the above

02. What is social loafing?
   a. A process where individuals in teams work less hard than they would individually
   b. A process where individuals work harder when they are in teams
   c. When someone hangs around with others and enjoys the camaraderie of being part of a team
   d. Team building activities

03. Which of the following is a relatively permanent change in behavior that occurs as a result of experience?
   a. Learning
   b. Selectivity
   c. Personality
   d. Consensus

04. Researchers have indicated that relationship conflicts tends to be
   a. Functional
   b. Dysfunctional
   c. Emotional
   d. subtle
05. When a cat responds to the opening of a cupboard it expects food, the opening of the cupboard is the:
   a. Conditioned response
   b. Unconditioned stimulus
   c. Conditioned stimulus
   d. Unconditioned response

06. Which of the following statements is false about the bases of power?
   a. Reward power comes from a manager’s use of positive outcomes for a subordinate’s performance
   b. Expert power derives from the manager’s technical knowledge
   c. Information power comes from the control and distribution of information in an organization
   d. Personal bases of power flow from one’s organizational position

07. Which of the following statements is false about functional and dysfunctional conflicts in organizations?
   a. Conflict is dysfunctional when it hinders group performance
   b. Conflict management does not include maintaining conflict at functional levels
   c. Conflict that is functional in one group can be dysfunctional in another group
   d. Dysfunctionally high conflict can reduce trust

08. Which of the following is not a theory of learning?
   a. Classical Conditioning
   b. Operant Conditioning
   c. Fiedler’s theory
   d. Social Learning

09. Which of the following is a dimension of the Big five Personality Model?
   a. Locus of Control
   b. Self-monitoring
   c. Machiavellianism
   d. Emotional stability
10. A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is known as,
   a. Personality
   b. Perception
   c. Attitude
   d. Motivation

   (10*02 marks = 20 marks)

11. Name three (03) main components of Attitudes

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   (03 marks)

12. What are the differences between 'Groups' and 'Teams'?

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   (03 marks)

13. What are the types of conflicts you need to look at to differentiate functional from dysfunctional conflict?

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   (03 marks)

14. What are the three (03) essential management skills have been identified by Robert Katz?

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   (03 marks)
15. Name four (04) factors that affect the design of the organization structure

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(04 marks)

16. Name four (04) roles of leadership introduced by Henry Mintzberg

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(04 marks)

(Total 40 marks)
Part II

Answer any three (03) questions from the given five (05) questions in this part.

Question No. 01
a. "Just because something has been learned, it does not mean that it will result in a change in behaviour." Elaborate this statement using the processes of social learning theory. (10 marks)

b. How do you predict the behaviour of following employee relating to the given incident? Explain your answer using the Attribution Theory.
   "Viraj is making poor-quality products using machine A."

   (10 marks)

(Total 20 marks)

Question No. 02
a. Identify and briefly explain the primary characteristics that determine the nature of organizational culture. (08 marks)

b. "When describing an incident involving conflict, we are usually referring to the observable part of conflict. But it is only a small part of the conflict process. Conflict is a process consisted with several stages."

   Discuss above statement. (12 marks)

(Total 20 marks)

Question No. 03
a. "Heredity does not affect to develop individual personality."

   (i) Build an argument to support this statement

   (ii) Build an argument against this

   (06 marks)

b. What power tactics do individuals use to translate power bases into specific action? (07 marks)
c. What is political behaviour and how would you distinguish between legitimate and illegitimate political behaviour?

(07 marks)
(Total 20 marks)

Question No. 04

a. What are the methods of interpersonal communication? List down advantages and disadvantages of each method.

(08 marks)

b. "Group properties explain the group structure and predict individuals' behavior and performance within the group".
Elaborate this statement using relevant examples

(12 marks)
(Total 20 marks)

Question No. 05

a. Briefly describe one theory of leadership and explain how it can be applied to explain the leadership behaviour of managers attached to modern organizations.

(10 marks)

b. What forces act as stimulants to change and what is the difference between planned and unplanned change?

(10 marks)
(Total 20 marks)