



## UNIVERSITY OF RUHUNA

### Faculty of Engineering

End-Semester 6 Examination in Engineering: January 2022

Module Number: IS 6304

Module Name: Management & Organizational  
Behavior (Repeat)

[Three hours]

[Answer all questions]

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Q1.

Read the following case study and answer the questions given at the end.

Subhash has been working as a machine operator in an assembly-line of an automobile company, manufacturing two-wheeler scooters and bikes for the last 10 years. He has been working very honestly and sincerely and meets standards of performance determined for him. He is of a creative mind and even at home he discusses various work-related matters with his wife. He tells her that he can make certain improvements in the over al functioning of a motor bike. But when he takes his ideas to his superior, the superior makes fun of it and does not give serious thought to it. Gradually the level of efficiency of Subhash came down. Though he knows it, yet he is unable to cope with the situation. Sometimes he feels frustrated inspire of getting good monetary jumps every year. But he is finding it difficult to meet the standards of performance now. He has already started losing his interest in the job.

- a) What are the possible causes for Subhash's changing pattern of working behavior?  
[03 Marks]
- b) How is it possible for the superior to make him more efficient and maintain his existing level of efficiency?  
[03 Marks]
- c) Suggest the best scheme the superior should introduce in the assembly line for tapping creativity of operators.  
[04 Marks]

[Total: 10 Marks]

Q2.

a) Define the business environment.

[02 Marks]

b) How does the business environment impact the organization?

[02 Marks]

c) Explain the challenges faced by managers in managing generational differences among employees in the workplace.

[03 Marks]

d) Identify the relative importance of three different types of management skills to lower, middle and upper-level managers

[03 Marks]

**[Total: 10 Marks]**

Q3.

a) What are the current challenges faced by organizations/ managers in managing employees?

[03 Marks]

b) Identify the contribution of strategic human resource management to the achievement of organizational objectives.

[03 Marks]

c) *"It has been observed that to replacing a resigned or retired employee, would cost 150% of the resigned/retried employee's salary."*

In the light of the above statement, it is evident that employee retention is critical for an organization and thus demands serious attention.

List out the strategies that can be used by an organization to retain its employees/reduce high employee turnover?

[04 Marks]

d) Write short notes on

- i. Balanced scorecard
- ii. Human resource planning
- iii. Performance appraisal process
- iv. Industrial relations

v. Job analysis

[5 x 02 Marks]

**[Total: 20 Marks]**

Q4.

a) Explain the nature and scope of Organizational Behavior.

[02 Marks]

b) Why do individual differences among employees become important?

[02 Marks]

c) Explain how the biographical characteristics impact individual behavior with specific examples.

[03 Marks]

d) Explain how managers can use Maslow's Hierarchy of Needs Theory to motivate workers?

[03 Marks]

**[Total: 10 Marks]**

Q5.

a) Explain economies and diseconomies of work specialization?

[02 Marks]

b) *Different organizations use different organizational structures.*

Why do organizational structures differ according to the type of organization?

[03 Marks]

c) How do organizational culture impact on performance and satisfaction?

[02 Marks]

d) Can organizational culture be created, developed, and managed or is it an organic process that seems to be born out of employees' norms, values, beliefs and behaviors and develop naturally?

[03 Marks]

**[Total: 10 Marks]**