



UNIVERSITY OF RUHUNA

Faculty of Engineering

End-Semester 4 Examination in Engineering: January 2022

Module Number: IS4304

Module Name: Management & Organizational Behavior

[Three hours]

[Answer all questions]

Q1.

- 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]

Q2.

- 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]

Q3.

- 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]

Q4.

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

The T Aerospace Company is in the early stages of planning the development of its latest commercial jet, the 007. The aircraft industry is a fiercely competitive one, dominated by a few large global players who operate at the forefront of technology. In this industry, competitors quickly copy the advancements in technology and new management techniques that might

provide them with a competitive edge. Some of the T Aerospace Company's competitors have adopted team working as a means of speeding up their development and production processes. The T Aerospace Company is thus considering the adoption of team working in its operations, but some of the traditionalists in the company are doubtful about this. They are concerned that the benefits of work specialization will be lost through such intervention. Some of the managers have had negative experiences with team working and they have strong reservations about the proposed changes.

- a) Explain the benefits that the T Aerospace Company can expect to gain from the adoption of team working. [04 Marks]
- b) Describe the difficulties that the company is likely to encounter in the management of its teams and recommend ways to turn individuals into team players. [04 Marks]
- c) *"Teams aren't always the answer."*
What are the key areas needed to test, to see if a team fits the situation? [02 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]**