



UNIVERSITY OF RUHUNA

Faculty of Engineering

End-Semester 4 Examination in Engineering: September 2023

Module Number: IS4304

Module Name: Management & Organizational Behavior

[Three hours]

[Answer all questions]

Q1.

The 'Great Mattress Company' is a leading bed-in-a-box mattress company. The concept of mattress-in-a-box has revolutionized the industry by allowing customers to go online to research, select, and buy a mattress. With no showrooms and in-home few night sleep trials, customers are waking up to the reality that it is possible to buy a better mattress at a better price.

The company is very successful and sales have risen sharply in the past few years. This has generated a need for more customer service representatives. The advertisement for a customer service representative contains the following qualification:

- Ability to type 40 words per minute
- Must be available to work occasional nights, holidays and weekends
- Experience in customer contact

The job involves answering the telephone, referring customer calls to a supervisor, and some selling of additional services. The salary is Rs.1,550 per hour for a 30-hour workweek. Customer service "reps", as they are called, work 4 days of 7-hour shifts per week. They do not receive any other benefits.

The majority of the workday is spent talking with customers on the telephone regarding account or delivery problems with their mattresses. Billing errors take about 50 percent of the reps' time. Most of the remaining time is spent responding to customer complaints such as late or improper delivery, or non-delivery. Examples of these

complaints are: "my mattress was supposed to be delivered today, but it did not arrive", "I want to return my mattress but the box is no longer usable", "my mattress is in wrong colour". Most of the subscribers who call to register complaints are not friendly.

While the company has been able to successfully recruit new customer service reps, turnover in the position is very high. Accordingly, out of 200 applications received from various recruiting sources, 40 applicants got selected. Within 6 months of hiring, over half of the new hires had resigned from the company. The leaving customer service reps revealed many reasons for their dissatisfaction with the job such as, they have to sit for longer period of time to respond to customers, they do not have control on many things where customers complain, they have only little contact with employees from other divisions, they are not trained to respond to billing complaints, supervisors consider only a few calls to assess the quality of their work and the working environment is hectic and noisy.

(Source: Adapted from Human Resources Management - Canadian Edition by Stéphane Brutus and Nora Baronian)

The Director of Human Resources at Grate Mattress Company hires you as a Human Resource Consultant to reduce their employee turnovers.

- a) Explain what you can suggest for Great Mattress Company to make the recruitment and selection process more effective in order to reduce the high turnover rate.

[05 Marks]

- b) Describe how the Great Mattress Company can design their training and development activities by applying both formal and informal learning to enhance the employee productivity and job satisfaction.

[05 Marks]

- c) The Great Mattress Company wants you to suggest new compensation method/s. Discuss the benefits of your suggested method/s by comparing with the existing compensation method of the company.

[10 Marks]

[Total: 20 Marks]

Q2.

- a) Briefly explain the relationship between three managerial skills and three levels of management.

[04 Marks]

- b) Discuss the differences between three organizational approaches: Classical, Neo-classical and Modern.

[06 Marks]

[Total: 10 Marks]

Q3.

- a) What is the focus of organizational behavior?

[02 Marks]

- b) Discuss the impact of job satisfaction on work outcomes.

[04 Marks]

- c) "Attitudes shape the personality of individuals". Explain this statement.

[04 Marks]

[Total: 10 Marks]

Q4. Write short notes on

- i. Classical Conditioning Theory
- ii. Group Cohesiveness
- iii. Group Decision Making
- iv. Cross Functional Teams

[4 x 2.5 Marks]

[Total: 10 Marks]

Q5.

- a) What is the strategic value of Organizational structure?

[02 Marks]

- b) Discuss the importance of culture for effective organizational performance.

[04 Marks]

- c) Explain, why do individuals and organizations tend to resist change.

[04 Marks]

[Total: 10 Marks]