



UNIVERSITY OF RUHUNA

Faculty of Engineering

End – Semester 4 Examination in Engineering: February 2020

Module Number: IS 4304

**Module Name: Management &
Organizational Behavior**

[Three Hours]

[Answer all questions]

Q1.

- a) What are the major challenges organizations and management are facing today?

[05 Marks]

- b) "Successful organizations know how to manage people and resources to accomplish organizational goals."

What are the fundamental management skills that an engineer as a manager would need to develop, to be successful at work?

[05 Marks]

Q2.

- a) Explain what is Human Resource Management and how it relates to the management process as a business function.

[10 Marks]

- b) Answer the questions given below referring to the following case study.

Reliable Car Accessories Private Ltd. is a 15-year-old medium sized company. Even though, the company was doing fairly well in the market, it was facing problems of high labor turnover and absenteeism of employees specially in the production department. The reason for this matter is the lack of concern shown

by the Production Manager Mr. Nuwan Silva towards the employees in his department. The employees in the production department came up to the Senior Management with a list of complaints which included bad working conditions, incorrect target fixation, lack of safety equipment and improper compensation for their efforts.

When this news of incapability of handling the employees by the existing production manager reached the senior management of the company, the senior management decided to replace Mr. Nuwan Silva with another production manager Mr. Asela Gunawardana. Mr. Asela Gunawardana was not only good at technical skills but also at human skills. In a matter of 03 months he could solve all the problems of the employees. This resulted in high morale, increased efficiency, and reduction in absenteeism and labor turnover.

Questions

- i. What is the central problem in the above case?
[02 Marks]
- ii. What did Mr. Nuwan Silva do inappropriately?
[04 Marks]
- iii. What are the managerial skills possessed by Mr. Asela Gunawardana and what were the impact of having them?
[04 Marks]

Q3.

- a) Explain the contribution of different disciplines to the development of the discipline Organizational Behavior.
[04 Marks]
- b) Define and discuss the variables influencing on individual behavior.
[06 Marks]

Q4.

- a) "Teams are more flexible and responsive to changes in the environment, and as such having effective work teams is very important for organizations."

Briefly explain how work can be designed to creating effective teams.

[05 Marks]

- b) "Organizational conflicts may be caused by diverse sources, and subsequently affect employee and organizational performance".

What are the sources of organizational conflicts?

[05 Marks]

Q5.

- (a) What are various determinants of organizational structure?

[05 Marks]

- (b) Discuss the role and impact of culture in an organization in the modern multi-cultural business context.

[05 Marks]