



UNIVERSITY OF RUHUNA

Faculty of Engineering

End – Semester 6. Examination in Engineering: February 2020

Module Number: IS 6304

**Module Name: Management &
Organizational Behavior**

[Three Hours]

[Answer all questions]

Q1.

- a) Why is it important for organizations today to ensure that their human resources provides a competitive advantage for organizations?

Explain how HR can contribute to doing this.

[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 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]

Q2.

- 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]

Q3.

- a) Define what is Human Resource Management (HRM) and discuss its objectives.
[04 Marks]
- b) "The activities related to Human Resource Management (HRM) are not performed solely by those who are in the HR Department of an organization,

some of the HR management functions are performed by all managers and supervisors in an organization.”

Elaborate the above statement referring to basic functions of HRM in a today's organization.

[06 Marks]

Q4.

a) What is Organizational Behavior (OB)?

Explain the need and importance of learning organizational behavior for a non-management student.

[05 Marks]

b) Explain the contribution of different disciplines to the subject of OB.

[05 Marks]

Q5.

a) What are various determinants of organizational structure?

[05 Marks]

b) Differentiate between 'mechanistic' and 'organic' organizational structures.

Under what circumstances would each type of structure be more beneficial in achieving organizational goals.

[05 Marks]