



UNIVERSITY OF RUHUNA

Faculty of Engineering

End-Semester 5 Examination in Engineering: March 2026

Module Number: IS5222

Module Name: Organizational Behaviour and Human Resource Management (C - 23)

[Three Hours]

[Answer all questions]

Q1. Read the following case and answer the questions given based on the case.

Case: Organizational Challenges at TechWear Lanka

TechWear Lanka is a rapidly growing apparel manufacturing company that supplies garments to several international brands. The company has recently introduced advanced production technologies to improve efficiency and remain competitive in the global market. As the company expanded its operations, the management realized that organizational and human resource practices needed improvement to support the growing workforce and new technological systems.

The company employs engineers, technicians, supervisors, and production workers. However, many employees have recently expressed concerns about unclear performance expectations, limited feedback from supervisors, and dissatisfaction with the reward system. Some engineers feel that their input is not properly recognized. At the same time, several managers believe that employees are not fully motivated to achieve the company's performance targets.

Currently, TechWear Lanka conducts performance evaluations once a year. These evaluations are mainly based on supervisors' opinions. Employees sometimes perceive the evaluation process as unfair, and some have mentioned that they rarely receive constructive feedback.

Another issue relates to the company's compensation practices. Employees receive basic salaries and occasional bonuses based on company performance. However, many employees feel that other forms of rewards are limited. Therefore, managers are considering revising the compensation system to include different types of rewards.

In addition, the company's organizational structure is highly hierarchical, with decision-making authority concentrated at the top management level. As a result, engineers working on production improvements sometimes find it difficult to communicate their ideas to senior management due to the rigid structure.

The organizational culture of TechWear Lanka has traditionally focused mainly on meeting production targets and maintaining efficiency. While this has helped the company achieve productivity goals, employees feel that collaboration, open communication, and recognition of individual contributions are not strongly encouraged. Management is now considering ways to build a more supportive and innovative organizational culture.

To address these challenges, TechWear Lanka plans to redesign its performance management system, introduce a more comprehensive compensation strategy, and review its organizational structure and culture to better support employee motivation and overall organizational performance.

The end of the case.

- a) Explain the stages of the performance management process and discuss how the implementation of each stage could help improve employee performance at TechWear Lanka.

[5 Marks]

- b) Name different types of compensation, provide suitable examples for each type at TechWear Lanka, and explain why the company should use these forms of compensation.

[5 Marks]

- c) Explain how the current organizational structure of TechWear Lanka may affect communication, decision-making, and innovation within the company and suggest possible improvements for those effects.

[5 Marks]

- d) Discuss how the current organizational culture of TechWear Lanka influences employee motivation and teamwork, and suggest possible improvements to the existing culture.

[5 Marks]

Q2.

- a) Define 'Human Resource Planning'.

[2 Marks]

- b) Name 02 (two) labour surplus tactics and discuss their advantages and disadvantages to the organization.

[4 Marks]

- c) Discuss the advantages and disadvantages of using external recruitment sources in an organization.

[4 Marks]

Q3.

- a) Define 'Organizational Behaviour'.

[2 Marks]

- b) Explain how individual behaviour influences team performance in an organization.

[4 Marks]

- c) Discuss 02 (two) ways in which effective teamwork contributes to organizational success. Provide relevant examples.

[4 Marks]

Q4.

- a) What is the difference between 'Training' and 'Development'?

[2 Marks]

- b) Explain 04 (four) methods of needs assessment that can be used to identify the training needs of a production worker in a manufacturing plant.

[4 Marks]

- c) Describe 04 (four) methods of evaluating a training and development programme conducted in an organization.

[4 Marks]

Q5.

- a) State 02 (two) sources of conflict in organizations.

[2 Marks]

- b) How can digital transformation and automation force organizations to redesign their strategies?

[4 Marks]

- c) A large organization is shifting its strategy towards sustainability and environmentally friendly operations. However, employees are reluctant to adopt new practices due to increased workload and lack of awareness.

Analyze the challenges associated with this transition and suggest appropriate strategies to ensure successful implementation.

[4 Marks]