



**Institute of Human Resource Advancement (IHRA)
University of Colombo, Sri Lanka**

**Master of Science in Service Management Course No.05
2nd Trimester Examination**

(Held in July, 2019)

MSM 5232 – Organization, People and Performance in Management

Instructions to the Candidates

- (1) This paper consists eight (08) questions and three (03) pages.
- (2) Answer any five (05) questions.
- (3) Write your Index Number on all pages of answer scripts.
- (4) Time allocated for the examination is Three (03) hours.
- (5) Tie up all answer sheets at the end of the examination.
- (6) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.

Question No. 01

- a) "Sound study of Organizational Behaviour (OB) will enable a person to acquire knowledge and skills in respect of different aspect". Comment

(05 Marks)

- b) Describe briefly following OB concepts. Provide at least two examples from your workplace experiences.

- i. Job Satisfaction
- ii. Organizational Commitment
- iii. Absenteeism
- iv. Organizational Citizenship Behavior
- v. Employee responses to dissatisfaction of their job.

(15 Marks)

(Total 20 Marks)

Question No. 02.

- a) What are some early theories of motivation? How applicable are they today?

(10 Marks)

- b) Explain Job characteristics model. How does it motivate employees?

(10 Marks)

(Total 20 Marks)

Question No. 03.

- a) What is the difference between trait and behavioural theories of leadership? Are the theories valid for at present.

(08 Marks)

- b) How is culture transmitted to the employees?

(06 Marks)

- c) What are the key elements that define organization's structure?

(06 Marks)

(Total 20 Marks)

Question No. 04.

- a) Describe the steps of the typical employee selection process.

(10 Marks)

- b) Discuss three strategies to be applied in managing conflicts effectively in a service business organization.

(10 Marks)

(Total 20 Marks)

Question No. 05.

- a) Compare and contrast the 'traditional view' with the 'modern view' on organizational conflicts.

(10 Marks)

- b) Discuss the difference between 'objective criteria' and 'subjective criteria' of employee performance evaluation.

(10 Marks)

(Total 20 Marks)

Question No. 06.

- a) Explain the process of 'Management By Objectives' (MBO) with example as a technique of employee performance management in modern service oriented organizations.

(10 Marks)

- b) Discuss the meaning of 'job exclusivity' and 'job essentiality', citing appropriate examples.

(10 Marks)

(Total 20 Marks)

Question No. 07.

- a) What factors determine whether teams are effective? Explain your answer using team effectiveness model and providing examples from your workplace experience.

(10 Marks)

- b) How can organizations create team players? Provide at least two examples from your workplace experiences.

(10 Marks)

(Total 20 Marks)

Question No. 08.

"Organizational change simply means to change the activities of the organization concern it may include to change the culture of the organization and cost cutting. Some of the changes can be emotionally difficult on the staff.

- a. What are the possible impacts of this types of situations?

(05 Marks)

- b. What could be the employee reactions for them?

(05 Marks)

- c. How could you manage this types of changes?

(10 Marks)

(Total 20 Marks)
