

EASTERN UNIVERSITY, SRI LANKA

FACULTY OF COMMERCE & MANAGEMENT

**First Year Second Semester Examination in Bachelor of Business Administration Hons
/Bachelor of Commerce Hons-2018/2019 (February/March 2022)-(Proper/Repeat)**

HRM 1012- Psychology and Social Harmony

Answer all questions

Time: 02 Hours.

Q1. Read the Case Study and Answer the questions given below.

Teamwork at GE Medical Systems

In late 1986, GE Medical Systems began forming work teams (called GEMS teams) at its Florence, South Carolina, factory. Initially, some of the employees were skeptical. Teamwork meant a shift in responsibility from traditional management to employee-directed work teams. The skepticism resulted from disbelief on the part of many rank-and-file employees that managers would give up any of their power. However, from the beginning, the teams were successful, and the employees could see that management had a genuine interest in seeing the team succeed. By 1988, all of the employees at the plant were involved at some level in a work team. This was not accomplished at a small cost. To provide employees with the skills that complement teamwork, a high level of training was required, particularly in the areas of communication and feedback skills. The move from traditional management to employee directed work teams also demanded a change in the factory's culture.

Today, there are 26 employee-directed work teams in the factory. The teams are involved in a wide variety of activities, ranging from routine production to problem solving and special projects. Most employees say they see teamwork as a positive development that has increased their output and the pride they have in their work. They also feel that the shift from traditional management to employee-directed work teams has had a positive effect on the culture of the factory. Because the plant managers often work closely with the teams, the traditional walls that separate managers and rank-and-file employees are coming down. One employee remarked that she is no longer nervous when a manager walks through the factory. She said that she is now more nervous about disappointing a team member than a manager. Another employee remarked that for the first time she believes that everyone in the plant is working toward the same goals.

The movement toward employee-directed work teams at the Florence plant has placed the managers in a coaching, rather than a traditional, management role. One manager indicated that when he had a problem to solve prior to the implementation of employee-directed work teams, he would have simply found a solution and told the workers what to do. Now, he indicated that he would take the problem to the team that would most likely be affected and

act as a coach in helping the team arrive at a solution. Once a solution was agreed upon, the team would then implement their solution, rather than his idea, in making the change.

Clearly, the implementation of employee-directed work teams at GE Medical in Florence has been a success. The experience of this organization can serve as a model for other firms interested in improving organizational effectiveness through employee-directed work teams.

Questions

1. Identify the employee attitudes that may have affected the success of the work teams.
(07 Marks)
2. If you are a manager, how would you deal with the negative attitudes expressed by employees regarding the work teams?
(08 Marks)
3. Aside from those mentioned in the case, identify three ways in which managers might have changed the initial reaction to work teams.
(07 Marks)
4. In what ways has the implementation of work teams at GE Medical Systems increased job satisfaction, organizational commitment, and job involvement?
(08 Marks)

(Total 30 Marks)

Q2.

- a. What do you mean by Psychology?
(06 Marks)
- b. Explain the relationship between basic psychology and organizational psychology.
(07 Marks)
- c. *"I-O Psychology will help to design more satisfying Jobs for employees."*
Comment with justification.
(09 Marks)

(Total 22 Marks)

Q3.

a. What do you understand by the term Stress?

(05Marks)

b. As a student, how can you manage the stress during the examination?

(06 Marks)

c. Elaborate how Emotional Intelligence Quotient (EQ) Competencies can help to achieve higher performance

(07 Marks)

d. Briefly explain any three (03) 'Defense Mechanism' with suitable examples.

(06 Marks)

(Total 24 Marks)

Q4.

a. What do you understand by Social Harmony?

(05 Marks)

b. Explain the importance of Harmony among students in a higher education institution. Provide suitable examples and relate the appropriate context.

(06 Marks)

c. Briefly state the different political activities possible in an organization.

(07Marks)

d. "Conflicts are not always destructive." Comment on the statement.

(06 Marks)

(Total 24 Marks)