

Eastern University, Sri Lanka

Faculty of Commerce and Management

Second Year First Semester Examination in BBA Hons /BCOM Hons - 2018/2019

Proper/Repeat (December – 2021)

MGT 2053 Organizational Behaviour

Answer All Five Questions

Time: 03 Hours

Q1. Read the following Case Study and answer the questions given below.

The beginning of the year 2020 saw the outbreak of the COVID-19 pandemic worldwide. By August 10, 2020, 19.72 million people in 216 countries or regions were infected, leading to 728,013 fatalities (World Health Organization 2020). One of the effective ways to fight against the pandemic was to undertake rapid construction of emergency hospitals in areas with a severe COVID-19 outbreak. In January 2020, considering the sharp increase in the number of COVID-19 patients requiring treatment, the Chinese government decided to build two large-scale emergency hospitals within 2 weeks in Wuhan, China, the most severely affected city. Thus, construction of Huoshenshan Hospital and Leishenshan Hospital began by the China Construction Third Engineering Bureau, the group that was the general contractor for both hospitals.

More than 100 subcontractors, such as the Wuhan Construction Group and Wuhan Airport Development Group, participated in the construction. Huoshenshan Hospital was mainly designed by the CITIC Institute of Architectural Design and Research, assisted by China IPPR International Engineering Design Institute. More than 1,500 managers and 12,000 workers were part of the project. Leishenshan Hospital was designed by CSADI and CITIC Institute of Architectural Design and Research, involving more than 2,500 managers and 22,000 workers. As construction megaprojects in response to the COVID-19 pandemic, these two emergency hospital megaprojects have the characteristics of heavy investment, tight construction periods, and arduous (difficult) tasks. The rapid spread of the pandemic had led to a huge overload in the existing hospital admission system in Wuhan. Therefore, the construction period of the emergency hospitals was urgent, which required different parties to quickly organize human, financial, and material resources and cooperation simultaneously. Besides, the unprecedented pandemic led to new situations and problems that had to be addressed, apart from the construction. Such a situation requires participants to make voluntary behaviours to compensate for the temporary matters and management gaps that cannot be resolved by formal rules and regulations.

Therefore completing the construction of emergency hospital megaprojects with high efficiency and high quality requires not only effective promotion of formal management

and command systems, but also the support of spontaneous organizational citizenship behaviour (OCB) by all participants.

Megaproject citizenship behaviour (MCB) refers to OCB in construction megaprojects, that is, voluntary positive behaviours of project participants. Although these behaviours are not explicitly stipulated by formal contracts or project regulations, they promote effective realization of construction goals. Studies have confirmed that MCB can improve labor productivity and organizational efficiency, which are crucial for effective management at the project implementation stage. In addition, existing research on MCB has mainly focused on the internal motivations of employees to implement MCB, such as seeking interorganizational justice, pursuing social welfare improvement and public identification, firm development, and political appeal. However, the impact of external events on employees' implementation of MCB has not been received much attention. In megaprojects, external major emergencies may directly impact the normal operation of the organization, compelling the management to stop work and invest more resources to cope with the event. A public health emergency (PHE) of international concern (PHEIC), such as the COVID-19 pandemic, had a serious impact on the normal social economy and life order.

Therefore, in the context of this event, it is very important to stimulate the MCB of project employees and managers to improve organizational capability in coping with the crisis and enhancing the efficiency of the emergency project construction. Compared with conventional megaprojects, emergency hospital construction megaprojects during the COVID-19 crisis have been unique and of dire urgency. Therefore, MCB under the impact of such a crisis is different from that under a normal project. The former emphasizes urgency, flexibility, and short-term timeliness of entity behaviours.

Therefore, this event/incident extends the research on MCB to the field of emergency construction megaprojects and explores the influencing mechanism of the COVID-19 pandemic on emergency megaproject citizenship behaviour (EMCB). Emergency construction projects that need to urgently recover from or handle the COVID-19 crisis share similarities with other disasters, which include (1) tight construction periods, (2) shortage of resources in the disaster area and the high transportation cost of external materials, and high expectations of stakeholders. Thus, the EMCB in this event/incident includes not only OCB in emergency hospital megaprojects to cope with COVID-19 but also the voluntary extra-role behaviour of project participants that promote successful achievement of project objectives during other disasters. These facts also provide a valuable new path for managers of emergency construction megaprojects to effectively stimulate the EMCB of the participants to facilitate the accomplishment of project goals under similar situations.

Affective events theory (AET) provides a good framework for analyzing the influencing mechanism of organizational events on individual behaviour. AET suggests that employees' perception of work events is an important antecedent of different affective reactions in the workplace, and these reactions further influence their work attitudes and behaviours. Current research based on AET mainly focuses on the impact of internal events on employees' attitudes and behaviours; however, little attention has been paid to the impact of external events on individual behaviours within the organization. In the workplace, individual behavioural decisions are affected not only by internal events but also by external events. The outbreak of the COVID-19 pandemic is a typical PHEIC that has caused unprecedented damage to the economic and social life worldwide.

Case Study Questions:

- (a) *Identify* at least five Emergency Megaproject Citizenship Behaviour of Employees based on this case study. (05 Marks)
 - (b) *How* the COVID-19 Outbreak Affected Organizational Citizenship Behaviour in Emergency Construction Megaprojects? (10 Marks)
 - (c) *How* does Affective events theory (AET) provide a good framework for analyzing the influencing mechanism of organizational events on individual behaviour? (10 Marks)
- (Total 25 Marks)**

Q2. Give your very short answers to the following questions.

- (a) *Define* the term 'Organizational Behaviour'. (02 Marks)
- (b) *Identify* the two major behavioural science disciplines that contribute to field of Organizational Behaviour. (02 Marks)
- (c) *What* is the ultimate objective of the field of Organizational Behaviour? (01 Mark)
- (d) *What* are the three main levels of analysis involved in the field of Organizational Behaviour? (02 Marks)
- (e) *Define* the term "Diversity Management". (02 Marks)

- (f) *Indicate* four major types of job attitudes. (02 Marks)
- (g) *Identify* four main sources of emotions and moods. (02 Marks)
- (h) *Propose* four ways to reduce biases and errors in perception. (02 Marks)
- (i) *Identify* four key properties of groups in an organization. (02 Marks)
- (j) *Propose* three ways an organization can develop team players. (02 Marks)
- (k) *Identify* the five stages of group development model. (02 Marks)
- (l) *Identify* four elements of an organization's structure. (02 Marks)
- (m) *Express* two 'Organizational Factors' that influence to political behaviour in an organization. (02 Marks)
- (Total 25 Marks)**

- Q3. (a) *Describe* how organization can manage workforce diversity effectively. (05 Marks)
- (b) *Suggest* four strategies employees can use to regulate their emotions in the workplace? (04 Marks)
- (c) *Identify* a leadership theory or model based on your preference and *explain* its practical applications in the context of Organizational Behaviour. (06 Marks)
- (d) *Identify* your own personality type based on the 'Big Five Personality Model' and give justifications for your identification. (05 Marks)
- (Total 20 Marks)**

Q4. (a) *“An organization’s structure can have significant effects on its members or workforce”*. According to this statement, *analyze* the behavioural implications of different organizational designs.

(05 Marks)

(b) *Explain* how ‘Organization Cultures’ have an impact on employee performance and satisfaction?

(05 Marks)

(c) *Develop* some creative ideas which are useful for an organization to develop green organizational citizenship behaviour among its employees. Give your answers with examples.

(05 Marks)

(Total 15 Marks)

Q5. (a) *Discuss* how the knowledge of Organizational Behaviour (OB) helps to understand, predict and manage the behaviour of employees in an organization.

(05 Marks)

(b) *How* students in your University differ from each other and how those differences have affected the student behaviour within the University?

(05 Marks)

(c) *Suggest* at least two (2) strategies which would be used by an organization to modify the behaviour of the employees.

(05 Marks)

(Total 15 Marks)