

Eastern University, Sri Lanka
Faculty of Commerce and Management
Second Year/First Semester Examination in BBA/BCom - 2017/2018 [P/R]
July/August - 2019
MGT 2053 Organizational Behaviour

Answer All Questions.

Time: 03 Hours

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

The Flynn Effect

Given that a substantial amount of intellectual ability is inherited, it might surprise you to learn that intelligence test scores are rising. In fact, scores have risen so dramatically that today's great-grandparents seem mentally deficient by comparison. First, let's review the evidence for rising test scores. Then we'll review explanations for the results. On an IQ scale where 100 is the average, scores have been rising about 3 points per decade, meaning if your grandparent scored 100, the average score for your generation would be around 115. That's a pretty big difference—about a standard deviation, meaning someone from your grandparent's generation whose score was at the 84th percentile would be only average (50th percentile) by today's norms.

James Flynn is a New Zealand researcher credited with first documenting the rising scores. He reported the results in 1984, when he found that almost everyone who took a well-validated IQ test in the 1970s did better than those who took one in the 1940s. The results appear to hold up across cultures. Test scores are rising not only in the United States but in most other countries in which the effect has been tested, too.

What explains the Flynn effect? Researchers are not entirely sure, but some of the explanations offered are these:

1. Education. Students today are better educated than their ancestors, and education leads to higher test scores.

2. Smaller families. In 1900, the average couple had four children; today the number is fewer than two. We know firstborns tend to have higher IQs than other children, probably because they receive more attention than their later-born siblings.

3. Test-taking savvy. Today's children have been tested so often that they are test-savvy; they know how to take tests and how to do well on them.

4. Genes. Although smart couples tend to have fewer, not more, children (which might lead us to expect intelligence in the population to drop over time), it's possible that due to better education, tracking, and testing, those who do have the right genes are better able to exploit those advantages. Some genetics researchers also have argued that if genes for intelligence carried by both parents are dominant, they win out, meaning the child's IQ will be as high as or higher than those of the parents.

Despite the strong heritability of IQ, researchers continue to pursue mechanisms that might raise IQ scores. Factors like brain exercises (even video games) and regular physical exercise seem to at least temporarily boost brain power. Other recent research in neuroscience has had difficulty pinpointing physical mechanisms that can lead to a boost in IQ, although researchers propose that a focus on brain chemicals like dopamine might lead, in time, to drugs that can boost IQ chemically.

Case Study Questions:

- (a) Do you believe people are really getting smarter? Why or why not? (10 Marks)
- (b) Which of the factors explaining do you accept the Flynn effect? (05 Marks)
- (c) If the Flynn effect is true, does this undermine the theory that IQ is mostly inherited? Why or why not? (10 Marks)

(Total 25 Marks)

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

- (a) *Define* the terms “Human Behaviour” and “Organizational Behaviour”.
(02 Marks)
- (b) *Identify* the two major behavioral science disciplines that contribute to 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 “Effective 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 Mar)
- (b) *Propose* four strategies employees can use to regulate their emotions in workplace? (04 Mar)
- (c) *Identify* a leadership theory or model based on your preference and *explain* practical applications in the context of Organizational Behaviour. (06 Mar)
- (d) *Identify* your own personality type based on the 'Big Five Personality Model' give justifications for your identification. (05 Mar)
- (Total 20 Mar)

- Q4. (a) "*An organization's structure can have significant effects on its members workforce*". According to this statement, *analyze* the behavioral implications of different organizational designs. (05 Mar)
- (b) *Evaluate* how 'Organization Cultures' have an impact on employee performance and satisfaction? Explain your answer by using a model or diagram. (05 Mar)
- (c) *Formulate* some creative ideas which are useful for an organization to develop green employee behaviour (eco-friendly employee behaviour in the workplace) among its employees. Give your answers with examples. (05 Mar)
- (Total 15 Mar)

Q5.

- (a) What aspects or nature determine the political behaviour to be ethical or not?
(04 Marks)
- (b) The impact of organizational design/structure on employee behaviour is an important aspect in organizational behaviour management. To maximize employee performance and satisfaction, managers must consider several individual differences when determining appropriate organizational design/structure. List out six such individual differences.
(03 Marks)
- (c) How an organization can reduce/control political behaviour among its members/employees?
(04 Marks)
- (d) Identify the potential sources and consequences of stress in an organizational context.
(04 Marks)

(Total 15 Marks)