

Q1.

Case Study – Sooriya Insurance

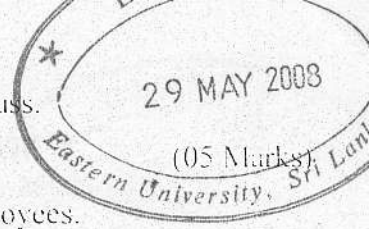
Soorya Insurance Company (Pvt.) Ltd is a newly established Insurance company in Sri Lanka. It has its head office in Colombo – 3 and regional offices and district offices all over the island. Mr.Sri Vathsan is one of the regional manager of this company and he is responsible for the North & East Regional office which is located in Vavuniya. Basically he is a BBA graduate and recently he completed his MBA at AIT, Thailand and joined in this company two years back. Through the painstaking, work commitment and efficiency he has become to this position in his age of 30 years. He is very genuine and very strict in his duties. Some of the subordinates never like him. In some occasions, if he re request the District Managers to carryout certain task, they are very reluctant to listen. In the absence of him, they discuss among themselves as “he is a small boy and who is he to dictate us” because the district managers under him are elder than him and they also had been in this company for a long time and senior to him. As such they have an impression that without experience how could he be appointed to this post and what’s the purpose of maintaining seniority in organizations. However, the employees who are really efficient like his style and willing to cooperate with him.

Further he observed there are some managers who have been appointed in this company by political influence and they usually consider that their job in this company is a way to life. And they also have created some real politics within this organization and mislead the others.

One day Mr. Sri Vathsan received an anonymous threatening through the telephone vacate his post immediately otherwise he would have to face some drastic effects. Soon after this, Mr. Sri Vathsan made a complaint to his General Manager regarding this matter and he also wished to vacate the post because he has already got migration to Australia. But unfortunately the company's Board of Management refused his request because his dedicated and devoted service was one of the factors for the company's success, therefore to continue his service at least for another one year.

- a. What does it mean by Organizational Culture? How would you describe the culture of the Soorya insurance Company?
(08 Marks)
 - b. Do you think the decision taken by the company or Mr. Sri Vathsan is correct? Give reasons.
(10 Marks)
 - c. Is it necessary to promote seniors to higher posts in an organization? Discuss.
(10 Marks)
- (Total 28 Marks)**

- Q2.
- a. What are the differences between effective and ineffective group in an organization?
(06 Marks)
 - b. Briefly explain the characteristics of group cohesiveness in group decision making.
(04 Marks)
 - c. What are the reasons for job dissatisfaction of employees and how to remove the dissatisfaction from employees?
(08 Marks)
- (Total 18 Marks)**



3. a. "Motivation as a leadership function in an organization". Discuss.
(05 Marks)
- b. Explain what the factors are influencing on perception of employees.
(07 Marks)
- c. Illustrate the differences between Classical Conditioning and Operant Conditioning.
(06 Marks)
- (Total 18 Marks)**

4. a. List out and differentiate the OB models.
(06 Marks)
- b. "Organizational Behavior offers both challenge and opportunities for manager".
Critically analyze this statement.
(08 Marks)
- c. Explain why managers require knowledge of organizational behavior.
(04 Marks)
- (Total 18 Marks)**

5. a. Define the term "personality" and list out the factors that determine a good personality for a manager in an organization?
(06 Marks)
- b. "A good leader changes his/her leadership style depends on the situation". Do you agree or disagree, explain.
(06 Marks)
- c. Explain the relationship between following
- 1) Stress and productivity
 - 2) Stress and absenteeism
 - 3) Stress and turnover
- (06 Marks)
- (Total 18 Marks)**