

THE OPEN UNIVERSITY OF SRI LANKA
 COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/
 PUBLIC ADMINISTRATION
 MSP9402/MCP1602 – MANAGEMENT AND ORGANIZATION
 FINAL EXAMINATION – MARCH 2021
 DURATION -THREE (03) HOURS



DATE: 27th March 2021

TIME: 09.30 a.m. – 12.30 p.m.

No. of Questions: 06

No. of Pages: 02

Instructions: Answer **Five (05)** questions.

All answers should be written neatly and focused.

1. Impact of Covid-19 pandemic on workers and workplace across the globe has been dramatic. It not only affected individual employee behaviour, but also upended the organizational level processes.

Comment on the above statement. Your answer should include a comprehensive discussion of the challenges this pandemic situation created on diverse individual, group and organizational level variables/processes you studied under organizational behaviour.

(20 Marks)

2. I. Contemporary business world demand leaders with a vision and empathy towards followers. Unlike in bureaucratic leadership, modern day leaders believe in leader-follower relationships which are based on mutual trust, commitment and satisfaction. In light of above statement, critically discuss the applicability of traditional vs. contemporary leadership approaches in the context of contemporary work organizations.

(10 Marks)

- II. Some managers believe that undesirable behaviour of employees can be modified or shaped through reinforcement mechanism. What is your opinion on this statement? What techniques would you suggest to modify such employee behaviour?

(10 Marks)

3. I. Organization structure is not a mere arrangement of jobs within the organization. It is a source of competitive advantage and an essential prerequisite of long-term survival of the organization. Do you agree with this statement? Justify your answer with appropriate examples.

(10 Marks)

- II. Suggest alternative organizational designs with justifications which are more suitable for contemporary organizations given the highly dynamic and uncertain business environment. Elaborate your answer citing examples from real business context.
(10 Marks)
4. I. The composition of today's workplace is less homogeneous than ever. This diversity complicates the task of motivating employees as managers are required to consider diverse motivational variables. Discuss with examples the challenges face by a manager when motivating a diverse workforce. What strategies would you recommend for effective employee motivation in the presence of workforce diversity?
(10 Marks)
- II. Discuss the characteristics of a motivating job and elaborate with examples how these characteristics lead to greater personal and organizational work outcomes.
(10 Marks)
5. I. "Culture and leadership are two sides of the same coin." Briefly explain this statement.
(08 Marks)
- II. Trying to make decisions that are considered as both good and ethical for organizations make a leader's already complex job a lot more complicated. Even though some decisions feel as ethical for the organization, it might not be as such for another party.
In your point of view, can ethics be integrated successfully in decision making process of an organization? If so how? What are the implications of ethical decision making for a business?
(12 Marks)
6. Write short notes on the followings:
- I. Learning Organizations
 - II. Charismatic Leadership
 - III. Managing cultural diversity in organizations
 - IV. Consequences of group cohesiveness
- (4 x 05 Marks = 20 Marks)