



**THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
FINAL EXAMINATION – 2021/22
OSP9402/MSP9402/MCP 1602 – MANAGEMENT AND
ORGANIZATIONS
DURATION: THREE (03) HOURS**

Date: 27.03.2022

Time: 9.30 am – 12.30 pm

Answer any FOUR (4) questions. All questions carry equal marks

01. a) What is 'Attribution Theory'? Briefly explain. (05 Marks)

b) One interesting finding from attribution theory is that errors and biases distort our attributions. Name two tendencies that distort attribution and explain each one drawing in examples from contemporary work organizations. (15 Marks)

c) Do you think these errors and biases are universal across cultures? Elaborate your answer. (05 Marks)

02. a) Explain 'Equity Theory of Motivation'. (07 Marks)

b) Research that focus on 'procedural justice' suggests that 'distributive justice' has a greater influence on employee satisfaction than 'procedural justice' while 'procedural justice' tends to affect an employee's organizational commitment, trust in his or her boss, and intention to quit. What are the managerial implications of this research finding? Illustrate your answers using suitable examples

(18 Marks)

03. 'E-mails, Instant Messages (IM) and Text Messages (TM), and networking software are vital aspects of organizational communication today. Despite the tremendous advantages of electronic communication formats their pitfalls are numerous. We gather so much meaning from how a message is communicated (tone of voice, facial expressions, body language)

the potential for misunderstanding in electronic communication is great.

Do you agree with its statement? Why or why not? Elaborate your answer highlighting the role of non-verbal communication in contemporary work organizations.

(25Marks)

04. a) Explain 'Visionary Leadership' and discuss its legitimacy in portraying modern organizational life. Draw in examples from your everyday work experiences to further elaborate your answer.

(15 Marks)

b) What do you see as Leadership issues in the 21st Century? Illustrate your answer using examples from the 'real' world of work. (10 Marks)

05. Explain what you understand by the term 'organizational culture' and discuss the ways in which process of organizational development enhance 'organizational culture'. Elaborate your answer citing examples from your any work setting that you are familiar with.

(25 Marks)

06. Write short notes on the following.
- Social loafing
 - Garbage can model
 - Group think
 - Work specialization
 - The '4Ps' of innovation.
- (5X5 Marks)

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