

THE OPEN UNIVERSITY OF SRI LANKA
 BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 5
 MCU 3206 – ORGANIZATIONAL BEHAVIOUR
 FINAL EXAMINATION – 2007



DURATION : THREE (03) HOURS

Date: 3rd February, 2007

Time: 1.30 p.m. – 4.30 p.m.

No. of Questions: 07

No. of Pages: 03

Instructions : Answer **Five (05)** questions **including Question No. 01.**

1. Read the following case study and answer the questions given at the end.

Kanchana is a clerk who works in the Finance Division of a manufacturing company. Mr. Piyadasa is the Head of the Finance Division. There are ten clerks, one cashier, four data entry operators and one peon in this division. Before joining this company, Kanchana had worked as a temporary clerk for one year in a government department. According to the service certificate issued by the head of that department, his service had been good and he had a good relationship with the members of that department as well as with the head of the department. Therefore, the company placed him on the permanent cadre of the company

However, although he showed a good performance in his work as soon as he joined this company, later on he failed to show such a performance. He was trying to work alone without cooperating with the head of the division and other member of the division. And also, sometimes he neglected his duties, so that the head of the division was unhappy.

Meanwhile, one day Kanchana met Mr. Suhadhasena, the Human Resource Manager of the company, at his office and requested for an internal transfer to another administrative division of the company. Then Mr. Suhadhasena had a friendly discussion about him, the duties he has to carryout and the difficulties that he faces. The following is the summery of the conversation they had.

Kanchana: This division is quite different from the place where I worked earlier. Thus, the office work also different.

Mr. Suhadhasena: But keep in mind, now you are working in this division. So, you must work according to the practices of this division and you have to carryout your duties effectively.

Kanchana: I tried my best to work accordingly. But, most of the time Mr. Piyadasa command, blame and scold me.

Then, Mr. Suhadhasena called Mr. Piyadasa and asked him to come to his office. After Mr. Piyadasa came to the Mr. Suhadhasena's office, he inquired from Mr. Piyadasa about Kanchana's complain. The conversation was briefly as follows.

Mr. Piyadasa: I am responsible for the work done in the Finance Division. So, I don't want to see any mistakes in any clerical works. That is why I have to command him. I scold him when he neglects his duties.

Kanchana: But, sometimes Mr. Piyadasa's orders are not clear enough to me. When I go to discuss them with him, he scolds me over and over again.

Mr. Piyadasa: I don't want to have a close relationship with him. I want only the correctness and neatness of work produced by my staff.

Kanchana: But, because of Mr. Piyadasa's scolding, I can't concentrate on my duties and show a good performance. That is why I requested for an internal transfer.

Questions:

- I. Discuss the main problem/s you could see in this case using relevant theoretical concepts. Justify your answer with sufficient facts. (12 marks)
 - II. Analyze the behaviour of the Head of the Finance Division of the company. (06 marks)
 - III. Suggest (a) suitable way/s to settle this problem/s and explain it/them. (10 marks)
- (Total 28 marks)

2. "The knowledge of Organizational Behaviour will be more useful than the knowledge gained from such subjects as Accountancy, Economics etc. for a manager to maintain the organizational efficiency and effectiveness". Critically discuss this statement. (18 marks)
3. "Managers should have a knowledge of 'inherited characteristics' and 'learned characteristics' of human behaviour to take pro-active actions to avoid human conflicts in their organizations". Discuss with suitable examples. (18 marks)
4. I. What do you mean by the concept of 'job stress'? (06 marks)
II. Discuss how can individuals manage their own job stress level in the work place. (12 marks)
5. I. Explain the concept of 'attitude' using your own words. (06 marks)
II. "There is a positive relationship between job satisfaction of employees in an organization and their organizational effectiveness". Do you agree with this statement? Discuss with suitable examples. (12 marks)
6. I. Briefly explain the concept of 'learning' and discuss the relationship between learning, training and behaviour modification. (12 marks)
II. Discuss how can informal communication facilitate the group's effectiveness. (06 marks)
7. I. Define the term 'group cohesiveness' and discuss four (04) main advantages of group cohesiveness. (09 marks)
II. Discuss why should managers pay their attention to the personality of their employees. (09 marks)

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