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**THE OPEN UNIVERSITY OF SRI LANKA  
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 5  
MCU 3206 – ORGANIZATIONAL BEHAVIOUR  
FINAL EXAMINATION – 2011**

**DURATION : THREE (03) HOURS**

**Date : 19.02.2011**

**Time : 1.30p.m. – 4.30p.m.**

**No of Questions :07**

**No. of Pages : 03**

**Instructions : Answer Five (05) questions including Question No. 01, which is compulsory.**

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

Mr. Jagath Perera joined the ABC Company, in Colombo and started work as a process designer in operations. Mr. Perera remained in this position for five years. During this period, there were two major strikes in the company. The first one went on for 4 weeks and the second went on for 10 weeks. As a member of the union, Mr. Perera was out of work during both of these periods, and in each case "strike fund" ran out of money before a settlement was reached.

Last year, Mr. Perera had the opportunity of applying for a supervisory job. This position paid Rs. 5000/= more than what he was making. The chance of a promotion up the ladder made it an attractive offer. Mr. Perera accepted the offer.

During the orientation period, Mr. Perera found himself getting angry at the management representative. This guy seemed to believe that the union was too powerful and management personnel had to hold the line against any further loss of authority. Mr. Perera did not say anything, but he felt the speaker was ill informed and biased. Two developments occurred over the last six months, which made Mr. Perera to change his attitude towards union-management relations at the company.

One was the run-in he had with a union officer who accused Mr. Perera of deliberately harassing one of the workers. Mr. Perera could not believe his ears. "Harassing a worker? Get serious. All I did was to tell him to get back to work", he explained to the steward. Nevertheless, a grievance was fielded and it was withdrawn only after Mr. Perera apologized to the individual whom he allegedly harassed. The other incident was a result of disciplinary action. One of the workers in Mr. Perera's unit came in late for the third day in a row and, as required by the labour contract, Mr. Perera sent him home without pay. The union protested, claiming that the worker had really been late only twice. When Mr. Perera went to the personnel office to get the worker's attendance sheets, the one for the first day of tardiness was missing. The clerks in that office, who were union members, claimed that they did not know where it was.

In both of these instances, Mr. Perera felt that the union went out of its way to embarrass him. Earlier this week the manager from the orientation session called Mr. Perera. "I have been thinking about bringing supervisors into the orientation meetings to discuss the union's attitude towards management. Having being on the other side, would you be interested in giving them your opinion of what they should be prepared for and how they should respond?" Mr. Perera said he would be delighted. "I think it is important to get these guys ready to take on the union and I'd like to do my share", he explained.

Questions:

- I. What was Mr. Perera's attitude towards the union when he first became a supervisor? Discuss what barriers were there which initially prevented him from changing his attitude regarding the union. (10 marks)
  - II. Why did Mr. Perera's attitude change? What factors accounted for this? (08 marks)
  - III. Do you think the workers who get promoted to supervisory positions and likely to go through the same attitude change as Mr. Perera? Explain. (10 marks)
2. Discuss with suitable examples, why should managers have a knowledge of 'inherited characteristics' and 'learned characteristics' of human behaviour to take proactive actions to avoid human conflicts in their work organizations. (18 marks)
  3. Explain why managers should pay attention to variation in the personality of employees in their organizations. Elaborate your answer with practical examples where necessary. (18 marks)
  4. I. Explain what is meant by 'effective communication'? Discuss the steps that can be taken by a manager in order to maintain effectiveness of communication in an organization. (09 marks)
  - II. "Informal communication can facilitate organizational effectiveness". Do you agree with this statement? Discuss your answer with practical examples. (09 marks)
  5. I. What do you mean by a 'work group' in an organization? (06 marks)
  - II. "There is a direct relationship between group cohesiveness and the productivity of the group". Do you agree with this statement? Elaborate your answer with practical examples. (12 Marks)

6. I. Explain the 'process of motivation'. (06 marks)
- II. Compare and contrast Maslow's hierarchy of needs theory with Herzberg's two factor theory. (12 marks)
7. I. Define the term 'leadership'. (04 marks)
- II. Describe the weaknesses in the trait approach to leadership. (08marks)
- III. Explain Fiedler's three contingency variables which determine the favorability of the situation which affects the leader's role and influence. (06 marks)

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