

THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 5
MCU 3206 – ORGANIZATIONAL BEHAVIOUR
FINAL EXAMINATION – 2012



DURATION : THREE (03) HOURS

Date : 25.02.2012

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.

Dharmasena is in charge of a small department of xyz company and has three subordinates; Thushara, Shamal and Deepal. The key to the success of this department is to keep these employees as motivated as possible. Following is a brief summery profile on each of these subordinates.

Thushara is the type of employee who is hard to figure out. His absenteeism record is much higher than average. He greatly enjoys his family (wife, son, and daughter) and thinks they should be central to his life. The best way to describe Thushara is to say that he is kind of a throwback to the hippie generation and believes deeply in the values of that culture. As a result, the things that the company can offer him really inspire him very little. He feels that the job is simply a means of financing his family's basic needs and little else. Overall, Thushara does an adequate job and is very conscientious, but all attempts to get him to do more have failed. He is charming and friendly, but he is just not "gung-ho" for the company. He is piety much allowed to "do his own things" as long as he meets the minimal standards of performance.

Shamal is in many respects opposite to Thushara. Like Thushara, he is a likable guy, but unlike Thushara Shamal responds well to the company's rules and compensation schemes and has a high degree of professional loyalty to the company. The problem with Shamal is that he will not do very much independently. He does well with what is assigned to him, but he is not very creative or dependable when he is on his own. He also is a relatively shy person who is not very assertive when dealing with people outside the department. This hurts his performance to some degree because he cannot immediately sell himself or the department to other departments in the company or to top management.

Deepal, on the other hand, is a very assertive person. He will work for money and would readily charge jobs for more money. He really works hard for the company but expects the company also to work for him. In this present job, he feels no qualms about working a 60-hour week, if the money is there. Even though he has a family and is supporting his elderly father, he once quite a job cold when his employer didn't give him a raise on the

premise that was already making too much. He is quite a driver. A manager at his last place of employment indicated that, although Deepal did an excellent job for the company, his personality was so intense that they were glad to get rid of him. His former boss noted that Deepal just seems to be pushing all the time. If it wasn't for money, it was for better fringe benefits; he never seemed satisfied.

Questions:

- I. Explain Thushara's, Shamal's, and Deepal's motivations by using one of the work motivation methods you learned in 'organizational behaviour'.
(14 marks)
 - II. Using Alderfer's modified needs hierarchy theory, what group of core needs seems to dominate each of these three subordinates? Explain.
(14 marks)
2. Discuss the impact of managers' knowledge of 'Organizational Behaviour' on their organizational effectiveness and efficiency in the context of the present competitive business environment.
(18 marks)
3. I. What is meant by the term 'attitude'? Explain it in your own words.
(06 marks)
- II. What types of barriers prevent people from changing their attitudes? How can attitudes be changed?
(12 marks)
4. I. What is meant by the term 'job satisfaction'? Discuss what are the major factors that influence job satisfaction.
(09 marks)
- II. Discuss the important outcomes of job satisfaction.
(09 marks)
5. I. Briefly summarize the findings of leadership approaches; trait approach to leadership, behavioural approach to leadership, and situational approach to leadership.
(09 marks)
- II. Explain the three critical situational variables identified by Fiedler in his leadership theory? If these are very favourable, what is the most effective to be used?
(09 Marks)
6. Assume that you are a Human Resource Manager in a medium scale manufacturing organization in the present business environment. One of the newly recruited management trainees has informed you that he is finding it difficult to cope with the workload assigned to him.
- I. How can you manage this situation?
(09 marks)

II. What advice would you give the trainee? Explain.

(09 marks)

7. I. What is meant by a 'work group' in an organization?

(06 marks)

II. "There is a direct relationship between the group cohesiveness and the productivity of the group". Do you agree with this statement? Elaborate your answer with practical examples.

(12marks)

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