

**THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 5
MCU 3206 – ORGANIZATIONAL BEHAVIOUR
FINAL EXAMINATION – JUNE 2014**



DURATION : THREE (03) HOURS

Date : 22.06.2014

Time : 1.30p.m. – 4.30p.m.

No of Questions : 07

No. of Pages : 02

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.

A Gnawing Stomachache

Sandy Celeste was 40 years old when her divorce became final. She was forced to go to work to support her two children. Sandy got married right after graduating from college and had never really held a full-time job outside the home. Nevertheless, because of her enthusiasm, education, and maturity, she impressed the human resources manager at Devon's Department Store and was immediately hired. The position involves supervising three departments of men's and women's clothing. Sandy's training consisted of approximately two months at another store in the Devon chain. She spent this training period both selling merchandise and learning the supervisor's responsibilities. On the first day of her supervisory job, Sandy learned that, because of size constraints at the store, six clothing departments are all located in the same area. In addition to Sandy, there are two other supervisors in the other departments. These three supervisors share the service of 28 full- and part-time salespeople. Because the various departments are so jammed together, all the sales people are expected to know each department's merchandise. Devon's merchandising philosophy is that it will not finish one department or storewide sale without starting another. Both the clerks and the supervisors, who work on commission and salary basis, are kept busy marking and remarking the merchandise as one sale stops and another starts. To make matters worse, Devon's expects the employees to remark each item just prior to closing time the night after a big sale. The pressure is intense, and customers are often neglected and irritated. However, all the salesperson realize that when the customer suffers, so do their commissions. As a supervisor, Sandy is expected to enforce the company's policy rigidly. Soon after taking the position as supervisor, Sandy began to experience severe headaches and a gnawing stomachache. She would like to quit her job, but realistically she can't because the pay is good and she needs to support her children.

Source: Luthans, F., (2008). *Organizational Behaviour, 7th ed.*, Singapore, Mc Graw Hill Companies Inc.

Questions:

1. To what do you attribute Sandy's health problem? What are some possible, organizational, group and individual stressors? Explain. (12 marks)
2. Is there anything that this company could do to alleviate stress for its supervisors? What individual coping strategies could Sandy try? Explain using suitable examples where necessary. (16 marks)

2. “With the current competitive business environment managers are facing challenging situations in running their organizations efficiently and effectively. The knowledge of managers about ‘Organizational Behaviour’ helps them to face these challenging situations successfully”. Explain with suitable examples, how the knowledge of managers about Organizational Behaviour helps them to run their organizations efficiently and effectively. (18 marks)
3. I. What is meant by ‘attitude’? Explain your answer discussing three parts of an attitude. (06 marks)
 II. “Attitudes of employees in organizations can be changed”. Explain how attitudes can be changed. Use practical examples to elaborate your answer. (12 marks)
4. I. Define the term ‘personality’. (06 marks)
 II. Describe how personality dimensions influence on individual behaviour. (12marks)
5. I. Explain the meaning of ‘effective communication’. (06 marks)
 II. “Informal communication can facilitate positively in achieving organizational objective(s)”. Critically analyze this statement. Use practical examples to justify your answer. (12 marks)
6. I. What is meant by the term ‘work group’ in an organization? (06 marks)
 II. Discuss with suitable examples, how group cohesiveness influences on achieving objective(s) in an organization. (12 marks)
7. “Leadership is a vital factor for a success of an organization”
 I. What is meant by ‘leadership’ in an organization? (06 marks)
 II. Discuss how leadership is important to the success of an organization. (12marks)

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