

THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 5
MCU 3206 – ORGANIZATIONAL BEHAVIOUR
FINAL EXAMINATION – JUNE 2015



DURATION : THREE (03) HOURS

Date : 28.06.2015

Time : 1.30p.m. – 4.30p.m.

No of Questions : 06

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.

Ramal's Performance

Ramal is a clerk who works in the marketing division of a leading manufacturing company, located in a famous city in Sri Lanka. Mr. Wijedasa is the head of the marketing division. Before joining this company, Ramal had worked as a temporary clerk for one year in a medium scale manufacturing company. According to the service certificate issued by the head of the division where he worked, his service had been good and he had a good relationship with the members of that division as well as with the head of the division. Therefore, the company placed him on the permanent carder of the company.

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

Meanwhile, one day Ramal met Mr. Priyankara, the Human Resource Manager of the company and requested an internal transfer to another division of the company. Then Mr. Priyankara had a friendly discussion with him about the duties he has to carry out and the difficulties that he faces. The following is the summery of the conversation they had.

Ramal: This division is quite different from the place where I worked earlier. The office work is also different.

Mr. Priyankara: 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 carry out your duties effectively.

Ramal: I tried my best to work accordingly. But, most of the times Mr. Wijedasa commands, blames and scolds me.

Then, Mr. Priyankara called Mr. Wijedasa and asked him to come to his office. After Mr. Wijedasa came to Mr. Priyankara's office, he inquired from Mr. Wijedasa about Ramal's complain. The conversation was very brief.

Mr. Wijedasa: I am responsible for the work done in the marketing division. So, I don't want to see any mistakes in clerical works. That is why I commanded him. I scolded him when he neglected his duties.

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

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

Ramal: But, because of Mr. Wijedasa'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 issue/s you could see in this case, using relevant theoretical concepts. Justify your answer with sufficient facts. (12 marks)
 - II. Briefly analyze the behavior of the head of the marketing division of the company (06 Marks)
 - III. Suggest (a) suitable way/s to solve this issue/s and explain it/them. (10 marks)
- 2.
- I. Explain the concept of 'learning' using suitable examples where necessary, (06 marks)
 - II. Discuss the relationship between learning, training and behaviour modification. Use practical examples to elaborate your answer. (12 marks)
- 3.
- I. What is meant by the term 'job stress'? (06 marks)
 - II. "Managing job stress is a responsibility of individuals as well as managers in the organization". Explain how individuals can manage their own stress levels at their work place. Use practical examples to elaborate your answer. (12 marks)
4. "There is a positive relationship between the employee job satisfaction and the organizational effectiveness"
- I. Briefly explain the meaning of employee job satisfaction and organizational effectiveness. (06 marks)
 - II. Do you agree with the above statement? Why? Explain. (12marks)
5. "To face the challenging situations in the present competitive business environment, motivated employees in an organization is an important factor"
- I. Explain the meaning of the term 'motivation'? (06 marks)

II. Discuss with suitable examples, the necessity of launching a motivational programme for employees in an organization for its effectiveness.

(12 marks)

6. “Managers knowledge about personality types of their employees is important to run their organizations effectively and efficiently”

Analyze this statement. Use relevant theoretical knowledge and practical examples to elaborate your answer

(18 marks)

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