

THE OPEN UNIVERSITY OF SRI LANKA  
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 5  
MCU 3206 – ORGANIZATIONAL BEHAVIOUR  
FINAL EXAMINATION – JUNE 2016



DURATION : THREE (03) HOURS

Date : 25.06.2016

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.

**Jayasundara Manufacturing Company**

Jayasundara Manufacturing Company' recruited Ms. Dulanjali as a Graduate Management Trainee from the month of January of the year before the last year. She was graduated in Human Resource Management from a recognized university and she has worked in a university as a Temporary Lecturer in Human Resource Management for 11 months prior to this appointment. After the training period of one year she was appointed as the Assistant Human Resource Manager of the Jayasundara Manufacturing Company.

Mr. Dananjaya is the Human Resource Manager of this company and he was unhappy with Ms. Dulanjali's appointment, because he wanted a male to be appointed to this post. Mr. Dananjaya prefers males because through his 10 years experience, he believes that workers in this company are very tough and only males can handle this type of workforce. Therefore, he delegated simple jobs such as employees' record keeping, salary administrations to Ms. Dulanjali and kept jobs like handling labour conflicts with him.

During last 10 years there had been a number of labour conflicts in the company and he was able to manage all these conflicts in favour of the management and he was tough at all those occasions.

Five months after Ms. Dulanjali's appointment as the Assistant Human Resource Manager, Mr. Dananjaya had to go abroad for 02 months for a short term training programme. Before he left, he called Ms. Dulanjali and explained how he worked and controlled labour conflicts and how Ms. Dulanjali should work during his absence.

After 05 weeks of Mr. Dananjaya's absence there was a laborur conflict in the company between supervisors and machine operators. However, Ms. Dulanjali was able to settle this conflict with the help of workers. But, during this period there was an increase in the percentage of rejected goods due to poor quality.

At the first Executive Officers' Meeting after Mr. Dananjaya's return, the Chairman highly appreciated the actions taken by Ms. Dulanjali in order to settle the labour conflict. Mr.. Dananjaya was unhappy about the chairman's speech because, although the Chairman appreciated the settlement of the conflict, he did not mention anything about the increased percentage of rejected goods. The following day Mr. Dananjaya called Ms. Dulanjali to his office and blamed her mentioning that she had not worked as he expected.

A few days after this incident, while Mr. Dananjaya was having a friendly talk with the General Manager, Mr. Dananjaya said in a very frustrated manner "can you remember I mentioned that females are not suitable for human resource management activities? Now see what has happened, here specially graduates try to implement theories directly that they have learnt in the university. So, Ms. Dulanjali is also trying to do the same thing. She has behaved in that manner during my absence in order to attract the management".

Questions:

1. How do you analyze this case as one who studies 'Organizational Behaviour' for a management studies degree programme?  
(10 marks)
  2. What perceptual principles are related to this case? Discuss with example.  
(10 marks)
  3. What steps would you suggest to solve this problem? Explain.  
(08 marks)
- (Total 28 marks)

2. I. What is meant by 'employee job satisfaction'? How does it relate to 'attitude'? (10 marks)
- II. How does 'sensation' differ from 'perception'? (08 marks)
3. I. Explain the 'process of communication' in an organization. (06 marks)
- II. "Informal communication can facilitate organizational effectiveness".  
Do you agree with this statement? Using practical examples elaborate your answer. (12 marks)
4. I. Briefly explain what is meant by 'leadership' and discuss the importance of leadership to an organization (10 marks)
- II. Discuss the major leadership styles of 'Managerial Grid Leadership Theory'. (08 marks)
5. I. What is meant by 'work group' in an organization? (06 marks)
- II. "There is a positive relationship between 'group cohesiveness' and the productivity of the group.  
Do you agree with this statement? Discuss using practical examples. (12 marks)
6. "In an organization, managers should aware that individuals differ in their desire for growth, demand for autonomy, tolerance of ambiguity and expectations".  
Discuss this statement using your theoretical knowledge in relation to selecting motivation techniques and leadership styles. (18 marks)

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