

**THE OPEN UNIVERSITY OF SRI LANKA
BACHELOR OF MANAGEMENT STUDIES DEGREE PROGRAMME - LEVEL 5
MCU 3206 – ORGANIZATIONAL BEHAVIOUR
FINAL EXAMINATION – JULY 2017**



DURATION: THREE (03) HOURS

Date: 25.07.2017

Time: 1.30p.m. – 4.30p.m.

No of Questions: 06

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.

Phama Company

The 'Phama' company is a leading medium sized manufacture of pharmaceuticals located in Colombo Urban area. Mr. Thomas is the General Manager of the company. Though he has a PhD. in Chemistry, he has not been directly involved in research and product development during past few years.

The company does not have a turnover problem, but Mr. Thomas and other key management personnel were aware that the employees of the company were not contributing anything more than their eight hours daily. It was also known that the employees were not working anywhere near their full potential. Mr. Thomas was very upset with the situation because with rising costs, the only way that the company could continue to prosper was on increasing the productivity of its employees.

One-day Mr. Thomas called the Human Resources Manager of the company, Mr. Ananda and laid it on the line:

Mr. Thomas: "What is wrong with our people, anyway? Your wage surveys show that we pay above the industry standards, and our working conditions are comparatively good. Yet these people still are not motivated. What kind of world do they want?"

Mr. Ananda: "I have told you the GM, time after time that money and working conditions alone are not enough. Employees also need other things to motivate them. Also, I have had some random confidential interviews with some of our people, and they told me that they are very discouraged because, no matter how hard they work, they get the same pay and opportunities for advancement as their coworkers who do not work hard".

Mr. Thomas: "OK. You are the motivational expert in this company. What do we do about it? Remember we must increase their performance".

Questions:

- I. Explain the motivational problem in the 'Phama' company in terms of the Content Models of Maslow's and Herzberg's.

(10 marks)

- II. Briefly discuss what the Human Resources Manager has referred to as other things besides money and good working conditions that are needed to motivate employees?
(08 marks)
- III. Describe how you would respond to Mr. Thomas's last question and the observation if you were the Human Resources Manager of this company.
(10 marks)
(Total 28 marks)
2. "The Knowledge of 'Organizational Behaviour' will be more useful than the knowledge obtained from such subjects as Accountancy, Economics etc. for a manager to maintain the organizational efficiency and effectiveness".
Critically discuss this statement. Use suitable examples to elaborate your answer.
(18 marks)
3. I. What is meant by the term 'job stress'.
(06 marks)
II. Explain how an organization can manage its employees' job stress levels in the work place. Use practical examples to elaborate your answer.
(12 marks)
4. I. Define the term 'learning'.
(06 marks)
II. Discuss how 'punishment' might lead to an unexpected result in an organization. Use practical examples to elaborate your answer.
(12 marks)
5. "Without a good leadership, no organization can function efficiently and effectively".
I. Explain the meaning of leadership using your own words and briefly discuss the different approaches to the study of leadership behavior.
(09 marks)
II. Using practical examples, explain the importance of leadership to an organization.
(09 marks)
6. "Managers should pay attention to variation in the personality of employees in their organizations".
Do you agree with this statement? Why? Explain, using your theoretical knowledge and practical examples.
(18 marks)