

**THE OPEN UNIVERSITY OF SRI LANKA**  
**COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC**  
**ADMINISTRATION**



**FINAL EXAMINATION – 2007**

013

**MCP 1602 – MANAGEMENT IN ORGANIZATIONS**

**DURATION : THREE (03) HOURS**

**Date : 08.12.2007**

**Time: 1.30 p.m. 4.30 p.m.**

**All answers must be complete and written neatly and to the point. You will lose marks for vague, general and unclear answers.**

**Answer any (05) five questions.**

01. Even with a carefully constructed plan, managers and workers are often required or they demand for a change in the plan.
- a) What would cause the people who made the plan to later want to change it? (05 marks)
  - b) Are there good and bad reasons to change a plan? (06 marks)
  - c) Who should best decide to make the change: those who made the plan or those who are putting the plan into action? Explain. (09 marks)
- 02.
- a) What does it mean to say that content theories of motivation are need based and process theories of motivation are determined by human cognition (knowledge)? (02 marks)
  - b) What motivates you at work? Is it pay or other factors? (03 marks)
  - c) What are the other factors which can motivate you in the workplace? (03 marks)
  - d) How can fear be used as a motivator? Can fear motivate people? (03 marks)
  - e) How do managers develop the capacity to use fear to motivate workers? (04 marks)
  - f) Why do managers look for motivated workers? (05 marks)

03. a) Can an individual be both leader and manager? If so, describe the process by which both activities can emerge in the same person. (08 marks)
- b) What actions should managers take to develop self leadership skills in their subordinates? (12 marks)
04. a) Describe the communication process, providing an example of each component. (05 marks)
- b) Why is communication critical to organizations implementing Total Quality Management Programmes? (07 marks)
- c) Why are all three formal channels of communication important in organizations? (08 marks)
05. a) Describe the differences between preliminary, concurrent and Feedback control. (06 marks)
- b) Who is responsible for achieving and maintaining control in an organization? (06 marks)
- d) Why do workers seem to perform at higher levels when they have personal control of their work processes? (08 marks)
06. a) Why should managers be concerned with problem solving? (03 marks)
- b) What are the stages of the problem solving process? (03 marks)
- c) What forces managers to act on the basis of less than perfect information? (04 marks)
- b) Cite four human cognitive limitations that interfere with effective problem solving. (04 marks)
- c) What are some benefits of using groups for problem solving purposes? (06 marks)
07. a) What are the primary purposes of an organization structure? (08 marks)
- b) Assume that the management of a large company has completed its review of progress toward its annual profit objectives. Assume that the review indicates that the company is significantly below the target profit. Explain how the causes of the poor performance might be traced to the organization structure. (12 marks)

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