



THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
FINAL EXAMINATION – 2014
MCP 1602 – MANAGEMENT AND ORGANIZATIONS
DURATION: THREE (03) HOURS

Date: 16.08.2014

Time: 9.30 am – 12.30 pm

Answer any FIVE (05) questions. All questions carry equal marks.

01. As Managers in 'new forms of organizations' you are compelled to continuously enhance your 'skills' so as to successfully deal with changes - 'advances in technology, threats to security, emphasis on ethics and increasing competition' - all of which have a tremendous impact on the organizations in which you work.

Elaborate the above statement. Your answer needs to be supported by related theories of management and illustrated by examples of changing trends and patterns impacting organizations at present.

(20 Marks)

02. "Concept of Strategic leadership was discussed by Kautilya's teachings (4th century BC), in which leader has been considered as a strategist "(Jain and Mukherji, 2009).

a) Explain with examples how and why a leader has been considered as a "strategist".

(10 Marks)

b) "Management can get things done through others by the traditional activities of planning, organizing, monitoring and controlling. Leadership, by contrast, is vitally concerned with what people are thinking and feeling and how they are to be linked to the environment, to the entity and to the job" (Nicholls, 1987).

Do you agree with this statement? Explain.

(10 Marks)

03. "Transactional leadership is an essential managerial behavior, but more successful leaders are also transformational" (Parry and Sarros, 1996).

Critically evaluate this statement by explaining the two concepts of transactional and transformational leadership.

(20 Marks)

04. "Electronic communication formats such as e-mails, instant messages and text messages, and networking software are vital aspects -of organizational communication today. Despite the tremendous advantages embedded in them such methods also carry some inherent draw backs. ...We gather so much meaning from how a message is communicated (tone of voice, facial expressions, and body language) the potential for misunderstanding in electronic communication is great".

Do you agree with this statement? Why or Why not? Elaborate your answer highlighting the role of non-verbal communication in contemporary work organizations.

(20Marks)

05. "Innovation is widely recognized as the driving force for economic development and a major source of modern productivity growth. The issue of innovation capability building in Sri Lankan small and medium sized enterprises (SMEs) for all the time has been under observation by entrepreneurs, scholars and governments."

Critically analyze the above statement highlighting the main characteristics of an innovative firm.

(20 Marks)

06. Answer the following questions.

- a) Differentiate between 'Invention' and 'Innovation'.
- b) What is the role of the state in innovation?
- c) What are the dimensions of innovation?
- d) Discuss the innovation management process.

(04 x 05 = 20 Marks)

07. Explain the following. Use examples to illustrate your answer.

- a) Organizational Citizenship Behavior (OCB).
- b) Workplace Misbehavior.
- c) Emotional Intelligence (IE.)
- d) Shaping Behavior in Organizations.

(04 x 05 = 20 Marks)

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