

**THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
FINAL EXAMINATION – JULY 2016
MCP 1602 – MANAGEMENT AND ORGANIZATIONS
DURATION: THREE (03) HOURS**



Date: 10.07.2016

Time: 1.30 p.m – 04. 30 p.m

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

01. As Managers in contemporary organizations you may be performing duties that are more clerical (i.e. compiling reports, dealing with bureaucratic procedures) than managerial. You may find it difficult to successfully blend the knowledge, skills, ambitions and experiences of a diverse work group. Yet, despite these *challenges* being a manager can also be *rewarding*.

Elaborate the above statement. Your answer needs to be supported by a theoretical explanation of the *challenges and rewards of being a manager* and illustrated by examples drawn from contemporary work organizations.

(20 Marks)

02. “...the *grapevine* that acts as both a filter and a feedback mechanism is an important element of any communication network. As managers in present day work organizations you should attempt to manage the grapevine rather than try to eliminate it.”

Do you agree with the above statement? Elaborate your answer highlighting the role played by the grapevine in work organizations.

(20 Marks)

03. a) Explain the ‘equity theory of motivation’ and discuss its managerial implications in motivating professional workers.

(10 Marks)

b) Explain the three linkages in expectancy theory and highlight their role in employee motivation.

(10 Marks)

04. A work group is affected by the external conditions imposed on it, including organization’s strategy, authority relations, formal rules ad regulations, availability of resources, employee selection criteria, performance management systems and the physical layout of a group’s

work space. However, factors affecting work groups are not limited to such external conditions.

Critically analyze the above statement. Your answer should include a discussion of the *major factors* that determine performance and satisfaction of work groups in organizations.

(20 Marks)

05. According to Burns (1978), transformational leadership “occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality”.

a) Explain how the concept of “Influence” can be considered as an important factor in Transformational leadership.

(10 Marks)

b) “Transactional leadership is generally sufficient to maintain the status quo, but transformational leadership stimulates change and innovation”. Critically evaluate this statement with some examples

(10 Marks)

06. Nicholls (1987) describes the difference between management and leadership as “Management can get things done through others by the traditional activities of planning, organizing, monitoring and controlling – without worrying too much what goes on inside people’s heads. 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”.

Do you agree with this statement? Comment.

(20 Marks)

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

- a) Attribution Theory
- b) Social Learning
- c) Diagonal Communication
- d) Job Sharing

(04 x 05 = 20 Marks)

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