THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BACHELOR OF MANAGEMENT STUDIES HONOURS DEGREE PROGRAMME - LEVEL 5
MSU5506/MCU3206 – ORGANIZATIONAL BEHAVIOUR
FINAL EXAMINATION – JANUARY 2020

DURATION: THREE (03) HOURS

Date: 31.01.2020	Time: 9.30a.m. – 12.30p.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.

ABC Manufacturing Company.

Mr. Ravi was a trainer for ABC manufacturing company Ltd., a large manufacturer of nuts and bolts. The company hired Mr. Ravi fresh from a leading post graduate institute in Sri Lanka, with a post graduate degree in the English language. At first, the company put him to work writing and revising company brochures and helping with the most important correspondence at the senior level. Soon, the senior management officials began to notice how well he worked with executives on their writing, how he made them feel more confident about it, and how after working with an executive on a report, the executive became interested in getting Mr. Ravi's assistance on the next writing task.

So, ABC manufacturing company moved Mr. Ravi into its prestigious training department. The company's trainers many of whom were less motivated school dropouts worked with a larger number of supervisors, managers and executives, helping them learn everything from new computer languages to time management skills to getting the most out of the workers on the plant floor. Soon Mr. Ravi was spending all his time giving short seminars on executive writing as well as coaching his students to perfect their memos and letters.

Moving Mr. Ravi into training department meant a big increase in salary, and when he started working exclusively with the company's top brass, it seemed as though he got a bonus every month. Mr. Ravi's supervisor, Mr. Ranil knew he was making more than many executives who had been with the company three times as long, and probably twice as much as any of his graduate batch mates of the post graduate institute who concentrated on English. Yet in Mr. Ranil's biweekly meeting with Mr.Ravi, Mr. Ranil could understand that Mr. Ravi was not happy.

When Mr. Ranil asked him about it, Mr. Ravi replied that he was in a bit of a rut. He had to keep saying the same things over and over in his seminars, and business memos were not as interesting as the literature he had been trained on. But then, after trailing off for a moment, he blurted out, 'They do not need me!' Since the memos filtering down through the company were now flawlessly polished, and the annual report was 20% shorter but said everything it needed to, Mr Ravi's desire to be needed was not fulfilled.

The next week, Mr. Ravi came to Mr. Ranil with a proposal: what if he started holding classes for some of the floor workers, many of whom had no future within or outside the company because many could write nothing but their own names? Mr. Ranil took the idea to his superiors. They told Mr. Ranil that they would not oppose it, but Mr. Ravi could not possibly keep drawing such a high salary if he worked with people whose contribution to the company was compensated at minimum wage.

Mr. Ravi agreed to a reduced salary and began offering English classes on the factory floor. At first only two or three workers showed up and they, Mr. Ravi believed, only wanted an excuse to get away from the nailing guns for a while. But gradually word got around that Mr. Ravi was serious about what he was doing and did not treat the workers like kids in a class.

At the end of the year, Mr. Ravi got a bonus from a new source: the vice president in charge of production. Although Mr. Ravi's course took workers off the job for a couple of hours a week, productivity had actually improved since his course began, employee turnover had dropped, and for the first time in over a year, some of the floor workers had begun to apply for supervisory positions. Mr. Ravi was pleased with the bonus, but when Mr. Ranil saw him grinning as he walked around the building. Mr. Ranil knew that he was not thinking of his bank account.

Questions:

I. Using relevant concepts, discuss the main issue(s) that could be seen in this case study.

(10 marks)

II. Why Mr. Ravi was unhappy despite his high income and, why the behaviour of workers in the organization was changed after starting the English classes? Explain and justify your answer using a relevant theory of motivation.

(18 marks)
(Total 28 marks)

2. I. Define the term 'organizational behaviour'.

(06 marks)

II. Explain, how 'individual behaviour' differs from the 'group behaviour' and discuss the factors which characterize the individual behaviour.

(12 marks)

3. "Managers' knowledge about personality types of their employees is important to run their organizations efficiently and effectively".

Analyze the above statement. Use relevant theoretical knowledge and practical examples to elaborate your answer.

(18 marks)

4. "Organizations seek to develop in their employees' attitudes and behaviour in line with the objectives of the organization".

I. What is meant by 'attitude'? Distinguish between attitude and behaviour.

(08 marks)

II. Discuss the stages of a programme, set out to change the attitudes of employees.

(10 marks)