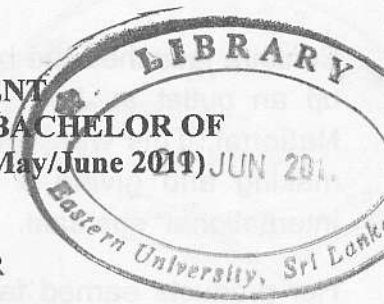


EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE & MANAGEMENT
SECOND YEAR FIRST SEMESTER EXAMINATION IN BACHELOR OF
BUSINESS ADMINISTRATION/COMMERCE 2009/10 (May/June 2011)
Proper/ Repeat/



MGT 2053 ORGANIZATIONAL BEHAVIOUR

Answer All Questions

03 Hours

1. Case Study: Changing Career of Sunithra

Sunithra Manoja Tanabe passed out from the University of East London after studying there for three years by being a second upper graduate in civil Engineering. Once she came back, she worked in a couple of Engineering companies and then decided to switch on to the design sector because she wants more time for her son Taka and the other reason was she always had a burning desire to start something at her own. Her father was the secretary for rural industries and was in the local art and craft sector (both government and private) for a long time. Therefore, art and craft have been in her system since she was a school girl. Further, she was also quite good at art as a school girl.

This clever woman entrepreneur once noticed how her adorable little son was fond of soft toys since she had many experiences in travelling abroad. She found that such toys had had less priority in our country though the desire of the little ones were still the same as those abroad but the quality of most of the available stuff was of a low standard. Any European Country would have banned the fur materials used for the many local soft toys, as they would go for the hygienic quality especially with items that are to be manufactured for infants. At that time, the handloom materials and kits were earning a large market among the local clientele. She could remember that during her small days how handloom became a favorite topic of her administrative father and even her late mother was fond of handloom sarees.

Sunithra found a piece of handloom material from her old clothes cupboard. A design for a soft toy was in her mind. She just sketched it. Soon a little crocodile was stitched, filled with wadding and handed over to her baby son. Taka cuddled it throwing a glance at his mother which had thousands of words written in "I Love you Mama"

Sunithra got the idea. Yes! Soft toys would be the thing. She started designing animals to cuddle. Many of them were zoo animals and also more of them were Sri Lankan species. All were made out of handlooms and cottons.

Sunithra launched the business under the name of "Okuru" and quite smart to open up an outlet at Jaic Hilton too. "My husband Isao Tanabe is a Japanese National. This was why we selected Japanese name for it at first which meant making and giving a gift. But later we changed it to our son's name "Taka International" she said.

Her products earned fame in very short time and then she expanded it to interior decorations. So far the past few years many business outlets including show rooms and super markets island wide have been decorated elegantly with her novel artistic ideas during the main festival seasons. "We do not use a single imported item and all what we use are environment friendly items. We hope to touch Valentines Day as well" she explained.

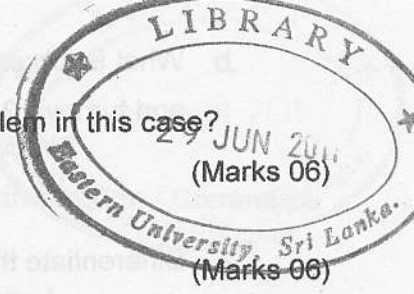
Sunithra travels abroad at least twice a year, mainly to stuff herself with many novel ideas. "I do extract new ideas that enter into the world decor market. But I would sprinkle the dust of local concepts as it by adding and using the local stuff. She explained how she turns out an exquisite abstract art work.

This young woman who was once a practicing Civil Engineer and then sacrificed her career to devote herself full time for her son has started her hobby cum business in a very small scale. But today the demand for her decorations is very much higher than she has had ever expected. Her devotion for work and her novel creative ideas which she blends with her business intuition has won her a vast clientele. Some times she handles 60-70 branches of a single company during the festive season.

"I have to handle everything by my own as my husband who is a consultant Engineer is always abroad. He appreciates my work and gives the fullest moral support always. It is my staff that stands for me in every up and down circumstances. I'm really cherishing their dedication" She acknowledged.

I won't just command and stand at the corner and supervise while the others work. I too work as a labourer. When at work I do not let my workers to think I am the supervisor. I joke and talk and try to be one of them. My son too follows this. Some times we work till mid night as the business places get free during at that time" Sunithra revealed the secret of her success. After every such hectic session, Sunithra throw an entertainment bash including a trip to some place where her subordinates enjoy with their family together.

And apart from the decoration Business, Sunithra 's newest forte is working as PR consultant in conducting English training Programs for local and international companies.



Questions

- a What is the main problem and the courses of the Problem in this case?
(Marks 06)
 - b Explain the leadership qualities of Sunithra
(Marks 06)
 - c Identify Sunithra's Leadership style. Reason out your answer.
(Marks 08)
 - d As a clever women Entrepreneur and a good leader how does she motivate the employees?
(Marks 08)
- (Total Marks 28)

- 02
- a How do you define 'Organisational Behaviour' and explain the different key elements in understanding Organisational behaviour.
(Marks 06)
 - b List out and explain the personal and organisational factors that cause stress in an Organisation.
(Marks 06)
 - c How would you develop a six-member team to improve the social harmony among the students' in your batch? Describe your answer by using team-building principles.
(Marks 06)

- 03
- a What do you mean by Organisational learning? Explain its main characteristics
(Marks 05)
 - b What are the links between departmentalization and the four main types of Organisational structure?
(Marks 06)
 - c What is the contribution of Kurt Lewin in Change Management? How do you apply his changing model to introduce a change in the learning environment of the Faculty of Commerce and Management?
(Marks 07)

- 04
- a How is Organizational structure defined? What is the relationship between organisational Structure and Organisational size?
(Marks 06)

b What is job satisfaction? What is its relationship with productivity, absenteeism and turnover?

(Marks 06)

c Differentiate the following terms

1. Planned Vs Unplanned Change
2. Group Vs Team

(Marks 2X 3 = 06)

05 a What are differences between Organisational Culture and Cooperate Culture? Explain.

(Marks 06)

b Discuss the nature and meaning of organisational behaviour and explain its importance to management in influencing positively on Human resources.

(Marks 06)

c Write short notes on the followings

1. Group Cohesiveness
2. Adoptive Organisation

(Marks 2X 3 = 06)