|  |  |  |
| --- | --- | --- |
|  | | |
|  | | |
| **FINAL EXAMINATION**  **XXXX 2016 SEMESTER** | | |
|  | | |
|  | | |
| **COURSE CODE** | **:** | **MPO669** |
| **NAME OF COURSE** | **:** | **MANAGING PEOPLE IN ORGANISATIONS** |
| **LEVEL** | **:** |  |
| **TIME / DURATION** | **:** | **8.00 am – 11.00 am**  **( 3 HOURS )** |
| **DATE** | **:** | **APRIL 2016** |
|  | | |
| **INSTRUCTIONS TO CANDIDATES** | | |
|  | | |
|  | | |
| **1. Please read the instructions given in the question paper CAREFULLY.**  **2. This question paper is printed on both sides of the paper.**  **3. This question paper consists of SIX (6) Questions.**  **4. Answer Question One (1) Compulsory and three ( 03) other questions**  **5. All questions carry equal marks of 25%.**  **6. Having any other material or instruments such as programmable calculators, mobile phones and computers/internet access are not allowed during the examination.**  **7. Please write your answers on the answer booklet provided.** | | |
|  | | |
|  | | |
| **THERE ARE** **PAGE OF QUESTIONS, EXCLUDING THIS PAGE.** | | |
|  | | |

**Question 1 (Compulsory)**

**Read the following brief case study and answer the questions asked at the end:**

Xerox is a widely known firm worldwide, butit has been through numerous crises in the past

decade. In fact, at one point several years ago,there were questions about Xerox surviving as a firm. But no longer. Under the leadership of AnneMulcahy as CEO, Xerox has rebounded. Numerous strategic business and financial decisions hadto be made, including reducing the workforce by30,000. But Mulcahy also stressed that HR hadto become a more strategic contributor.

One of the actions taken was to consolidatea number of HR functions from different businessunits into a corporate HR Service Center.This center performs many administrative transactions,and has added Internet-based systems tomake HR services more accessible to managersand employees.

To track employees’ views on the companyand HR, employee surveys on the company intranethave been used for several years. Areasat which lower scores were recorded have beenaddressed by HR staff and other managers. Thesurvey results have led to another primary focusat Xerox: employee retention. With all ofthe reductions and organizational restructurings,keeping the remaining employees, especiallyhigh-potential ones, has been a continuingemphasis. Xerox has invested significant timeand resources into training and developmentof its employees, an important retention factor.Greater use of e-learning, technology, and leadershipdevelopment have paid off in reducingturnover and convincing employees that careeropportunities exist at Xerox. Continuing competitivepressures are presenting new challengesfor Xerox and its HR staff. The strategic importanceof HR has been demonstrated in the past,and looks to be a part of the firm’s future.

1. Discuss the challenges faced by HR management when significant staff cutbacks occur

and how they should be addressedin order to prevent dysfunctional turnover.

(10 marks)

b. Use of technology, employee retention, andHR development have been at the core of HRbecoming more strategic at Xerox. Critically Comment “Best way to give job security to make employees employable”

(15marks)

Total: [25 marks]

**Question 2**

1. Critically evaluate how the Hawthorne studies have made an important contribution to the study of organizational behavior?

(10 marks)

1. “Understanding one’s own culture is difficult”. Critically discuss this statement with particular emphasis upon the ‘layers of culture’ and their implications for the management-employee relationship.

(15 marks)

Total: [25 marks]

**Question 3**

a. Explain the theory behind pay for performance plans and discuss why many organizations have begun to supplement their traditional pay systems with “pay for performance” plans? Explain under what condition individual and group incentives should be used.

(10 marks)

1. Explain the Sri Lankan Culture in terms of popular dimensions of culture and of any implications about how employees should be managed.

(15 marks)

Total: [25 marks]

**Question 4**

1. Wrong perception can lead to various problems in managerial decision making. Discuss the possible perceptual errors that can take place when a manager makes decisions? (10 Marks)
2. Critically examine Maslow’s and Herzberg’s theories of Motivation. In your opinion which one is more suitable to the Sri Lankan work environment? Discuss.

(15 Marks)

Total: [25 marks]

**Question5**

1. Analyse the term emotional intelligence (EI)? Why do you think EI may be more important than IQ for an effective manager?

(10 Marks)

1. “The political power game is very real in today’s organizations.” With reference to examples, identify and discuss three political strategies that might actually help someone to acquire power in today’s organization.

(15 Marks)

Total: [25 marks]

**Question6**

1. Discuss the impact of the decisions that managers have to take when dealing with talent surplus. Explain what Managers should do to minimize the negative impacts if any of the decisions.

(10 Marks)

1. Discuss the implications of turnover for the business and key stakeholders and what managerial action could be taken to both minimize and to improve retention. (You may use examples to illustrate your answer)

(15 Marks)

Total: [25 marks]

**END OF QUESTION PAPER**