



UNIVERSITY OF KELANIYA - SRI LANKA
Centre for Distance and Continuing Education
Faculty of Commerce & Management Studies

Bachelor of Business Management (General) Degree Third Examination (External) – 2016
April/May - 2022

BMGT E3055 – Organizational Behaviour

No. of questions: Six (06)

Time : 03 hours

Answer **five (05)** questions including question No. **One (01)**.

Question No. 01

Jayalath is an over-ambitious, aggressive, and goal-oriented young man. He lives with the expectation of success. He joined the XYZ company as a clerical staff member. He obtained Bachelor of Management Degree in Marketing and then a Master of Business Administration (MBA) while working as a clerical staff member. After completing his MBA, within a short period he was promoted as a Manager-Sales and then Senior Manager-Marketing.

Jayalath wants to work twelve-hours per day, and he would expect others to do so. He never takes other's opinions and pushes for all of his ideas to be used to get the work finished. Unfortunately, he is creating a hostile work environment with his lack of patience with employees and workers do not always respond to his demands.

Functioning as Senior Manager-Marketing, Jayalath eyed on things beyond his authority. He started complaining about Iresh, the Section Head-Production and Prabath, the Unit Chief of production, with Anura, the Vice President of the company. The complains included delays in

executing orders, poor quality and customer rejections. Most of the complaints were fake. Anura was influenced and requested Jayalath, to work as head of the production section. Jayalath became the Section head and Iresh was transferred to the sales department. Jayalath established links with Anura and got sales and quality under his control, in addition to production. Iresh, an equal in status, was now subordinated to Jayalath. Success had gone to Jayalath's head. He had everything going in his favor such as position, power, money, and qualification. He divided workers and used them as Puppets. He ignored Prabath and established a direct link with Anura. Unable to bear the humiliation, Prabath quit the company.

Questions.

- a) Identify the issues of the above case from the organizational behaviour perspective.

(18 Marks)

- b) What could the CEO of this organization do to resolve this situation?

(10 Marks)

(Total 28 Marks)

Question No. 02

- a) Discuss the nature of challenges that managers have to face in managing human behaviour in modern organizations. Show how knowledge of organizational behaviour is useful for managers to overcome these challenges.

(09 Marks)

- b) Explain the significance and contribution of various disciplines to the field of OB. Why do you think it is important to study individual behavior in the organizations, discuss its contribution in managerial effectiveness?

(09 Marks)

(Total 18 Marks)

Question No. 03

- a) What is Individual Personality? Outline the determinants of personality. What is the significance of the BIG FIVE theory in understanding personality?

(09 Marks)

- b) What is the role of learning theories in understanding the changes of the individual behavior? How is classical conditioning different from operant conditioning in changing the employee behavior of the organization?

(09 Marks)

(Total 18 Marks)

Question No. 04

- a) Explain how and why factors in the Perceiver, the Target and the Situation in which the observation takes place lead to a perception of the observed in the mind of the observer.

(06 Marks)

- (b) Explain the measures an interview panel has to take to guard against errors of stereotyping, Halo effects, and selective perception at an interview conducted for selecting a new employee.

(06 Marks)

- c) How do you make a distinction between organizational change and development? Give specific examples for both organizational change and development.

(06 Marks)

(Total 18 Marks)

Question No. 05

- a) Explain what is meant by the leadership and differentiate Management from Leadership

(05 Marks)

- (b) "Path-Goal theory, is a contingency approach of leadership which extracts key elements from the Ohio leadership approach" Comment on this statement, explaining these two leadership models.

(06 Marks)

- c) "One entrepreneur attempts to maintain its core cultural values by hiring individuals who are passionate about the existing industry". Make your comments about the attempt of the said entrepreneur explaining the advantages and disadvantages imposing a similar culture throughout different areas of a company.

(07 Marks)

(Total 18 Marks)

Question No. 06

- a) "Power refers to a capacity that A has to influence the behavior of B so that B acts in accordance of A's wishes. There are number of power bases and contingencies determine whether these power bases translate into real power."

Discuss above statement using a model of power in an organization.

(09 marks)

- b) "When describing an incident involving conflict, we are usually referring to the observable part of conflict. But it is only a small part of the conflict process. Conflict is a process consisted with several stages."

Discuss above statement.

(09 marks)

(Total 18 Marks)