



**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) – 2021

April - 2024

**BMGT E3055 – Organizational Behaviour**

No. of Questions: Seven (07)

Time: 03 hours

**Answer Five (05) questions, including Question No. 01**

**Question No. 01**

**Read the case given below and answer the questions.**

**“Suwasetha Health Care”**

Nimantha has worked as a middle level manager for “Suwasetha Health Care” for ten years. He was an industrious, orderly, productive, and imaginative manager for the organization. He looked forward to his next advancement from higher management, as well as fair salary and constructive criticism. He constantly sought to complete the work on his own and had neutral relationships with his co-workers.

For almost a decade, Krishantha has been employed by Nimantha at his Suwasetha Health Care facility, where he provides support to his chief medical officer. He has a good education. In addition, he was friendly, industrious, and highly creative, using his own ideas to outperform

others in his field. In order to improve the performance of others, he collaborates with his coworkers and offers his creative thoughts and suggestions to them.

Both Nimantha and Krishantha operate in two distinct ways. When the performance evaluation time came, Nimantha was very excited about his promotion, and he believed that he had received a promotion with a good increment. Krishantha has worked without any hesitation about his promotion or increment, and he tried his best to enhance his skills and knowledge without expecting anything.

However, Nimantha feels that Krishantha's promotion is not justified because of his performance and talent, as Nimantha feels that Krishantha's performance and skill are not as good as his. Apart from that, he began to criticize Krishantha's promotion, saying it was taken by using his friendship with chief medical officer, not using his skills, and he tried to spread a negative perception among his co-workers against Krishantha and the chief medical officer. Apart from this, due to Krishantha's promotion, there was a significant reduction in his attendance at his duties as he systematically became dissatisfied.

Nimantha's morale was further damaged by the fact that his top medical officer denied him a chance to voice his concerns. He was so annoyed by their excuses that he took an unauthorized three days of casual leave. Returning to work did not appeal to him. Following that, the chief medical officer made the decision to look into Nimantha.

Nimantha was anxious about the whole event and he is in a pitiful circumstance because he didn't want to burden his family with his workplace issues. In addition, he made the decision to go to his union about the issue and seek their assistance.

a) Evaluate the above situation shown by the case with the knowledge of organizational behaviour.

(14 marks)

b) Make appropriate suggestions to resolve the identified problems with reasons.

(14 marks)

**(Total 28 marks)**

### **Question No. 02**

a) Analyze the impact of globalization, technological advancements, and workforce diversity on organizational behavior.

(09 marks)

b) Compare and contrast different theories of learning and Evaluate the strengths and limitations of each theory in explaining individual and collective learning processes within organizations.

(09 marks)

**(Total 18 Marks)**

### **Question No. 03**

a) What is the role of context in perception, and how does it influence our interpretation of sensory information?

(09 marks)

b) Discuss how cognitive shortcuts, such as self-bias and stereotypes, influence the way individuals perceive and interpret information.

(09 marks)

**(Total 18 Marks)**

**Question No. 04**

- a) What are the key components that make up an individual's personality?  
(09 marks)
- b) Compare and contrast two prominent theories of personality and discuss their fundamental concepts, and implications for understanding individual differences.  
(09 marks)
- (Total 18 Marks)**

**Question No. 05**

- a) Discuss the different sources and types of power in organizations, including formal authority, and expertise.  
(09 marks)
- b) Explore the concept of organizational politics and its impact on organizational dynamics.  
(09 marks)
- (Total 18 Marks)**

**Question No. 06**

- a) Discuss different types of conflicts, such as interpersonal conflicts, intergroup conflicts, and conflicts arising from structural or procedural issues.  
(09 marks)
- b) Evaluate various conflict resolution strategies used in organizational settings, including negotiation, mediation, and arbitration. Discuss the factors that influence the choice of conflict resolution strategies  
(09 marks)
- (Total 18 Marks)**

**Question No. 07**

- a) Explore the concept of teamwork and its importance in organizational success.  
(09 marks)
- b) Explain organizational culture and its role on employee attitudes, behaviors, and organizational performance in shaping organizational behavior and discuss the dimensions of organizational culture, including values, beliefs, norms, and symbols.

(09 marks)

**(Total 18 Marks)**