



**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) – 2022

March - 2025

**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.

**Kavinath Perera and the Workplace Dilemma**

Kavinath Perera, a university student, takes on a temporary job at one of the largest factories in Kelaniya. Assigned to the warehouse crew responsible for loading and unloading boxes, he quickly notices a stark contrast between his own work ethic and that of his colleagues. While Kavinath diligently performs his duties, his coworkers often stand idle, engage in casual conversations, or even hide to avoid work.

Frustrated by this lack of productivity, Kavinath confronts his teammates about their behavior. However, they make it clear that he has only two choices—either accept the way things operate or leave. Reporting the issue to the supervisor, they imply, would have repercussions. This unspoken warning leaves Kavinath feeling even more isolated within the group.

As time passes, he finds himself excluded from informal social interactions, such as breaks and after-work gatherings. Despite his attempts to integrate and understand his colleagues, he remains an outsider, unable to relate to their perspective. His experience highlights the complexities of group behavior when informal norms and values override professional responsibilities.

The role of the **supervisor** in this scenario is particularly significant. A lack of active leadership has allowed the group to maintain its inefficient work culture without consequence. According to the perceptual of Kavinath, more engaged supervision could have prevented this toxic dynamic from developing, ensuring a balance between social cohesion and workplace efficiency.

The supervisor Mr. Awishka plays a passive role in this respect and acts as a major contributory factor in allowing the negativism within the group to continue. If there is effective leadership could help in developing a healthy workplace culture. Kavinath was treated as an outsider, and his supervisor failed to address this issue, creating a hostile work environment that hindered his improvement efforts. A significant moment occurred when an older coworker suggested that if Kavinath stayed long enough, he would eventually conform to the workplace culture. This raises important questions: Would extended exposure to these negative group dynamics eventually cause Kavinath to adopt the same behaviors he initially opposed, or would he maintain his resistance to conforming?

- 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) Why do managers need an understanding on human behaviour in organizations? Briefly explain this by using conceptual model of organization behaviour. (09 marks)

- b) Explain the significance and contribution of various disciplines to the field of OB.

(09 marks)

**(Total 18 Marks)**

**Question No. 03**

- a) "Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. A person behaves according to how he perceives" Explain the validity of this statement in relation to individual perception.

(09 marks)

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

(09 marks)

**(Total 18 Marks)**

**Question No. 04**

- a) Compare two prominent theories of personality and discuss their fundamental concepts, and implications for understanding individual differences.

(09 marks)

- b) "Group decision making can lead to both superior and inferior outcomes compared to individual decision making." Critically evaluate this statement with reference to groupthink and the wisdom of crowds.

(09 marks)

**(Total 18 Marks)**

**Question No. 05**

- a) “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.”

Do you agree with the above statement? Discuss.

(09 marks)

- b) Suppose that you are a HR manager of a pharmaceutical company who has been assigned to develop a training programme for managers coming to the United States from your pharmaceutical subsidiaries around the world. Explain how cultural differences can be identified in this situation by applying the Hofstede Framework.

(09 marks)

**(Total 18 marks)**

**Question No. 06**

- a) “Power refers to a capacity that A has to influence the behaviour 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.”

Explain this statement using a model on power.

(09 marks)

- b) How does the organizational politics emerge? Discuss the positive and negative responses over the organizational politics?

(09 marks)

**(Total 18 Marks)**

**Question No. 07**

- a) "An organization functions best when the social and technical systems are designed to fit with organizational structure". Describe this statement highlighting the importance of the organizational structure.

(09 marks)

- b) "Even though decisions about organizational change are rational, resistance to organizational change seems to be irrational." Explain why change management has recently become an important area in organizational behaviour paying attention to this statement.

(09 marks)

**(Total 18 Marks)**