



**UNIVERSITY OF KELANIYA - SRI LANKA**

***Centre for Distance and Continuing Education***

**Faculty of Commerce & Management Studies**

Bachelor of Business Management (General) Degree Third Year Examination (External) – 2023

November - 2025

**BMGT E 3055 - Organizational Behaviour**

No. of questions : Six (06)

Time: 03 hours

Answer Four (04) questions, including Question No. 01

**Question No. 01**

Read the case given below and answer the questions.

**Ronex company**

Chamalka is an over-ambitious, goal-oriented young man. He is a young professional who lives with the expectation of success. He joined the Ronex company as a clerical staff member. He obtained Bachelor Degree in Accounting 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 to Accountant and then Senior Accountant. Functioning as Senior Accountant, Chamalka eyed on things beyond his authority. He started complaining about Iswan, 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 Chamalka to head the production section so that things could be straightened up there. Chamalka became the Section head, and Iswan was transferred to the sales department. Chamalka established links with

- b) You are a manager observing that two equally qualified employees respond differently to the same workload one thrives under pressure while the other becomes stress. Discuss how personality traits can explain these differences and how managers can adapt their leadership style accordingly.

(15 Marks)

**(Total 25 Marks)**

**Question No. 04**

- a) “The perception shortcuts can affect the quality of individual decision-making”. Explain the frequently used shortcuts in judging others (Common problems in perceiving others)’ behaviours with suitable examples.

(15 Marks)

- b) “Learning is any relatively permanent change in behavior that occurs as a result of experience”. Describe the application of learning concepts in the work setting with suitable examples.

(10 Marks)

**(Total 25 Marks)**

**Question No. 05**

- a) “Most effective leaders show great concern both for the task and people”. Discuss this statement by providing an appropriate theoretical framework.

(10 Marks)

- b) Analyze the nature and causes of conflicts in organizations. Discuss different types of conflicts, such as interpersonal conflicts, intergroup conflicts, and conflicts arising from structural or procedural issues.

(15 Marks)

**(Total 25 Marks)**

**Question No. 06**

- a) “ Culture performs a number of functions within an organization. These functions are clearly beneficial to an organization. But we should not ignore the potentially dysfunctional aspects of culture”. Review the functions that culture performs and identify the culture as a liability for an organization

(15 Marks)

- b) “ Groups generally pass through a standalized sequence in their evolution”. Although research indicates that not all groups follow this pattern, It is a useful framework for understanding group development” Briefly explain the five stages of group development model

(10 Marks)

**(Total 25 Marks)**