



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) – 2024

May - 2026

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.

“BrightWay Solutions”

BrightWay Solutions is a rapidly growing software development company in Sri Lanka. During the first few years, the organization maintained a friendly working environment with strong teamwork and open communication among employees. Employees were highly motivated, and the company achieved excellent performance levels.

However, after the appointment of a new operations manager, Mr. Ruwan, several problems began to emerge within the organization. Ruwan believed that employees should work under strict supervision and frequently criticized employees in front of others. He rarely appreciated employees' efforts and often ignored their suggestions during meetings. As a result, employees gradually lost motivation and became unwilling to share new ideas.

At the same time, conflicts started to develop among different teams due to poor communication and competition for limited organizational resources. Some employees formed informal groups and began spreading rumors about management decisions. Several talented employees also decided to leave the company because they felt the organizational culture had become stressful and unfair.

The top management later realized that the organization's performance had significantly declined. Employee absenteeism increased, teamwork weakened, and customer complaints also increased. Therefore, the management decided to redesign the organizational structure, improve leadership practices, and rebuild a positive organizational culture.

- a) Evaluate the above situation using the knowledge of Organizational Behaviour.
(14 Marks)
 - b) Provide suitable recommendations to solve the identified problems with reasons.
(14 Marks)
- (Total 28 Marks)**

Question No. 02

- a) "Organizational Behaviour helps to understand, predict, and manage employee behaviour effectively."
Discuss the nature and importance of studying Organizational Behaviour in modern organizations.
(09 Marks)
 - b) Explain how individual personality differences influence employee behaviour, job performance, and interpersonal relationships within organizations.
(09 Marks)
- (Total 18 Marks)**

Question No. 03

- a) Define perception and explain the factors that influence perception in organizational settings.
(09 Marks)
 - b) Discuss common perceptual errors and shortcuts used in judging others in organizations with suitable examples.
(09 Marks)
- (Total 18 Marks)**

Question No. 04

- a) “Learning theories help organizations improve employee performance and development.” Explain the major learning theories and their applications in the workplace.
(09 Marks)
 - b) Analyze the causes and consequences of conflicts in organizations. Discuss suitable methods that managers can use to manage organizational conflicts effectively.
(09 Marks)
- (Total 18 Marks)**

Question No. 05

- a) Explain the concept of group behaviour and discuss the characteristics of effective work groups in organizations.
(09 Marks)
 - b) Discuss the stages of group development and explain how each stage influences team performance.
(09 Marks)
- (Total 18 Marks)**

Question No. 06

- a) Define power and discuss the major sources of power available in organizations.
(09 Marks)
- b) Explain the concept of “organizational politics” and evaluate its positive and negative impacts on employee behaviour and organizational effectiveness.
(09 Marks)
- (Total 18 Marks)**

Question No. 07

- a) During a major organizational restructuring process many employees resisted the changes due to fear and uncertainty thus, managers struggled to maintain employee trust and commitment.
Discuss the role of leadership in managing. Change and resistance to change.
(09 Marks)
- b) An innovative company is resistant to new ideas and technological change due to its traditional organizational culture. Analyze how a strong organizational culture can be a barrier to innovation and organizational change.
(09 Marks)
- (Total 18 Marks)**