



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) – 2019

September - 2023

BMGTE 3055 – Organizational Behaviour

No. of Questions: Six (06)

Time: 03 hours

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

Question No. 01

Read the case given below and answer the questions.

‘Kosala’ Garments Factory started its journey 10 years ago, and under the effective leadership, it earned a good reputation of being the most popular garment factory in the Garment Industry. The most substantial reason behind this success was that they had a strong team of loyal, long-serving employees. But, with the recent appointment of a top manager’s friend Vimal as the company’s new HR manager without doing a proper interview, employee satisfaction had waned, and production also plummeted. Some employees even decided to leave their jobs. Some of the reasons behind this employees’ dissatisfaction were, Vimal didn’t know how to work with people, he put huge pressure on employees regarding the tasks and he organizes everything according to his own opinion without getting any employee concern. Also, he didn’t pay much attention to employee grievances. These problems happened mostly due to his lack of knowledge about human resource management and his less care of the employees base on his friendliness with top management. After recognizing this situation, top management transferred Vimal to another department and decided to appoint a new HR manager for the position. Top management became more concerned, and after a long discussion, they appointed

Sampath as the new HR manager of the garment. He was an experienced and successful HR manager who was well-known to several top managers at the 'Kosala' Garment factory. Sampath holds a special degree in HRM and ten years of successful experience as an HR manager in a reputed organization. But the problem was that the employees perceived this person also as the same person who had been appointed earlier on the basis of friendship. From that point of view, employees came together and began to show their disappointment on Sampath. As a result, employees did not want to cooperate with the new HR manager's proposals and projects and again emerged, a dissatisfied workforce within the company.

- a) Identify the problems 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) "Organizational Behaviour (OB) is regarded as an important tool for the effective utilization of human resources in organizational settings". Elaborate this statement highlighting the importance of studying organizational behaviour.

(09 marks)

- b) "Values and Attitudes of employees are important to the organization because it creates the foundation for understanding the behaviour of employees" Describe how the values and attitudes of employees impact workplace behaviour.

(09 marks)

(Total 18 marks)

Question No. 03

- 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.

(09 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.

(09 marks)

(Total 18 marks)

Question No. 04

- a) Discuss the importance of Big Five personality model on predicting managerial behaviour.

(09 marks)

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

(09 marks)

(Total 18 marks)

Question No. 05

- a) "Conflicts are always dysfunctional". Do you agree with this statement? Provide a proper analysis of conflicts based on the Traditional View, Human relation view and the Interactionist view.

(09 marks)

- b) Describe the group dynamics that takes place in each stage of Tuckman and Jensen's (1977) Five stage model of Team Development.

(09 marks)

(Total 18 marks)

Question No. 06

- 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.
- b) 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 of imposing a similar culture throughout different areas of a company.

(09 marks)

(09 marks)

(Total 18 marks)