



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) – 2014/ 2015
July - 2019

BMGT E 3055 – Organizational Behaviour

No of questions : 08 (Eight)

Time: 03 Hours

Answer five (05) questions including question No. 01.

Question No. 01

(01) Carefully study the following case and answer the questions given below.

Aruna continued to drum his fingers on his desk. He had a real problem and wasn't sure what to do next. He had a lot of confidence in Namal, but he suspected he was about the last person in the office who did. Perhaps if he ran through the entire story again in his mind, he would see the solution. Aruna had been distribution manager for "Ruhunu Text" for almost twenty years. An early brush with the law and a short stay in prison had made him realized the importance of honesty and hard work. Henry who was an owner of "Ruhunu Text" had given him a chance despite his record, and Aruna had made the most of it. He now is one of the most respected managers in the company. Few people knew his background. Aruna had hired Namal fresh out of prison six months ago. Aruna understood how Namal felt when Namal tried to explain his past and asked for another chance. Aruna decided to give him that chance just as Henry had given him one. Namal eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew. Things had gone well at first. Everyone seemed to like Namal, and he made several new friends. Aruna had been vaguely disturbed about two months ago, however, when another dock worker

reported his wallet missing. He confronted Namal about this and was reassured when Namal understood his concern and earnestly but calmly asserted his innocence. Aruna was especially relieved when the wallet was found a few days later. The events of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Namal's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Namal a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Namal in the area around the office strongbox, which was open during working hours, earlier that same day. Most people assumed Namal was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Namal had indeed stolen it but had returned it when questioned. Several employees had approached Aruna and requested that Namal be fired. Meanwhile, when Aruna had discussed the problem with Namal, Namal had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money. To his dismay, Aruna found that rethinking the story did little to solve his problem. Should he fire Namal? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Aruna feared that if he did not fire Namal, he would lose everyone's trust and that some people might even begin to question his own motives.

Questions

- a) Explain the events in this case in terms of perception and attitudes. (08 Marks)
- b) Does personality play a role? (10 Marks)
- c) What should Aruna do? Should he fire Namal or give him another chance? (10 Marks)
- (Total 28 Marks)**

Question No. 02

- a) Describe how knowledge of Organizational behavior is applicable for managerial effectiveness of organization. (09 Marks)

- b) What are the main contributory disciplines for organizational Behavior. Briefly explain their contribution to the field of OB

(09 Marks)

(Total 18 Marks)

Question No. 03

- a) Discuss the managerial significance of Big Five Model of Personality particularly in predicting managers' behavior.

(09 Marks)

- b) Explain How Holland's Personality-Job Fit Theory can be used for improving the performance of persons with suitable practical examples.

(09 Marks)

(Total 18 Marks)

Question No. 04

- a) State How Values and Attitudes are related to the behavior of an individual.

(09 Marks)

- b) Explain the importance of the Social Learning Theory in explaining the learning process of an individual.

(09 Marks)

(Total 18 Marks)

Question No. 05

- a) Discuss the Perception Process with an organizational example where perception is involved in the Management.

(09 Marks)

- b) "Attribution Theory can be used for the prediction of the behavior of an individual caused by either internal or external factor".

Explain how Attribution theory can be used for the prediction of behavior of an individual caused by either internal or external causes as stated by the above statement.

(09 Marks)

(Total 18 Marks)

Question No. 06

- a) Explain the reasons for the most bitter contests among managers to occur in their jockeying for a new power position when an important power holder leaves the organization?
(05 Marks)
- b) How does the organizational politics emerge? Discuss the positive and negative responses over the organizational politics?
(06 Marks)
- c) Distinguish between political behaviour and effective managerial behaviour.
(07 Marks)
- (Total 18 Marks)**

Question No. 07

The post of the Deputy Director is vacant in “Samagi” Company by the end of this year and the Managing Director wants to recruit one from the four department heads to fill that vacancy. The Managing Director informs his intent of selecting the best by the next year to all the heads informally. There is a struggle between finance manager and the marketing manager for the promotion. Both work hard to improve the departmental performance. The conflict ends in selecting the better person, i.e. Finance manager. The marketing manager gets frustrated and anyhow forgets it after one week by considering what he gets from the company(Better salary, incentive and fringe benefits)

- a) Is this conflict functional or dysfunctional? What are the main reasons for this conflict and briefly explain the conflict process
(07 Marks)
- b) Provide a proper analysis of conflicts based on the Traditional View, Human relation view and the Interactionist view.
(05 Marks)

- c) What is meant by the organizational development? Briefly explain the different types of organizational development techniques.

(06 marks)

(Total 18 Marks)

Question No. 08

- a) "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 Tuckman and Jensen's (1977) Five stage model of Team Development;

(09 marks)

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

(09 marks)

(Total 18 marks)

