THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BACHELOR OF MANAGEMENT STUDIES HONOURS
OSU5506 ORGANIZATIONAL BEHAVIOUR
FINAL EXAMINATION – 2024/2025

DURATION -THREE (03) HOURS

DATE: 14th June 2025 *TIME: 09.30 a.m. – 12.30 p.m.*

Instructions:
Answer any Five (05) Questions. All Questions carry equal marks.

01) a) "Organizational Behaviour discipline provides an overall knowledge on human behaviour as it includes theoretical as well as practical aspects from many other disciplines."
Do you agree with the above statement? Discuss. (10 Marks)

b) What are the challenges and opportunities for Sri Lankan managers in using Organizational Behaviour concepts in their organizations? Discuss with examples. (10 Marks)

02) Kelum is a 36 years old management graduate and was recently promoted as the Head of Manufacturing division of Blue Ocean (Pvt) Ltd located in Maharagama. He has a very impressive service record for more than 10 years and has won best employee award for consecutive five years. He lives in Colomo 05 with his wife and 5-year-old little daughter. Kelum has to undertake a lot of new responsibilities in his role as a Head of the division and compelled to work until late. Today is his daughter's birthday and his wife requested him to come home early to celebrate the day. Being a loving father, Kelum worked without a break in the morning hours so that he can leave early without disturbing his duties. However, unfortunately, a phone call from the Chief Executive Officer changed his plans. He was ordered to immediately visit the factory in Negambo to handle a problem situation in the production floor and provide a quick update. Remembering that his little daughter is eagerly waiting for him at home, Kelum is now facing a dilemma thinking what to prioritize.

a) What is the Organizational Behaviour concept discussed in the above case? Discuss. (05 Marks)

b) If you are Kelum, what would be your strategy to handle the situation? Describe while providing justifications for your strategy. (07 Marks)

c) Discuss with examples, the positive and negative consequences of the concept you identified in part (a) for an employee. (08 Marks)

03) "Job stress is widely accepted as a common organizational problem in both developed and developing countries."

Comment on the above statement emphasizing on causes of job stress in Sri Lankan organizations and suggest strategies to manage job stress situations you identified above.

(20 Marks)

04) a) What do you mean by the term 'Perception'? Discuss using the perceptual process.

(10 Marks)

b) Assuming that you are the Marketing manager of a business firm, briefly discuss with examples, four (04) occasions where you can apply the concept of perception to enhance your job performance and achieve sales and promotional targets.

(10 Marks)

05) a) "Informal communication and informal groups are harmful for effective functioning of an organization"
What is your opinion on the above statement? Justify citing appropriate real-world examples. (10 Marks)

b) "Effective communication is the best motivation an organization could have. Ineffective communication leads to low employee motivation and decreased employee satisfaction."
Discuss the above statement with relevant theories and concepts of job satisfaction and motivation. (10 Marks)

06) a) Critically discuss the contributions of Scientific Management approach and Human Relations approach in developing the discipline of Organizational Behaviour.

(10 Marks)

b) In modern days, technology plays a significant role in every organization, influencing each and every function. In such a context, critically discuss how technological developments in today's business environment have influenced the study of Organizational Behaviour. Support your answer with examples.

(10 Marks)

07) a) List out different sources from which a leader's power is generated to influence the subordinates. (04 Marks)

b) Rex is a long-term employee of the Carfax Corporation, and for the last several years he has been a supervisor in the financial section of the firm. He is very loyal to Carfax and works hard to follow the company policies and the orders of the managers above him. In fact, upper-level management thinks very highly of him; they can always count on Rex to meet any sort of demand that the company places on him. He is valued and well-liked by the top managers. His employees in the financial section have the opposite opinion of Rex. They feel that he is too concerned with pleasing the upper-level and not nearly concerned enough with the needs and concerns of the employees in his department. Also, whenever one of them goes to Rex with a new idea or suggestion for improvement, he always seems to have reasons to reject them. There is considerable dissatisfaction in the department and everyone thinks that Rex is just a puppet for management. Performance has begun to suffer because of his style and leadership.
(Adapted from, Luthans, F, Organizational Behaviour, 2013)

i) How would you explain the leadership approach of Rex in terms of one or more leadership theories known to you? (05 Marks)

ii) What advice would you give Rex to improve his leadership style? Explain. (05 Marks)

iii) What are the steps the top management could take to minimize the dissatisfaction of the employees in the Finance section while keeping their loyal employee Rex happy? (06 Marks)

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