THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BACHELOR OF MANAGEMENT STUDIES HONOURS
OSU5576 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) 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 discipline of Organizational Behaviour. Support your answer with examples. (10 Marks)

02) a) What do you mean by 'Emotional labour'? Explain with an example. (05 Marks)

b) Janani works as a customer care Executive for a leading Telecommunication company. She is well experienced in her duties and handles more than hundred customer queries daily. Even though she is always punctual to work, one day she was late to reach the office and got scolded by the manager in front of her colleagues making her feel ashamed and hurt. However, she composed herself and got back to work. Making her already unpleasant day worse, she had to handle an aggressive customer who was complaining about a payment update over the phone. Irrespective of having a bad day herself, Janani patiently listened to the customer and promptly cleared the issue in payment update while pleasantly talking to the customer. Janani's response and the tone of her conversation made the customer delighted and he did not forget to thank her for the great customer service.

i) What components of Emotional Intelligence did Janani showcase while handling the aggressive customer? Explain using examples from above case. (04 Marks)

ii) What could have been the consequences if Janani acted emotionally and without Emotional Intelligence? (05 Marks)

iii) Suggest three (03) strategies that Janani's employer can use to improve emotional intelligence of the staff with justifications. (06 Marks)

03) a) Briefly discuss how different personality models/frameworks help managers to make important employee related decisions. (10 Marks)

b) Discuss three (03) perceptual errors highlighting their impact on decision making and employee management citing examples. (10 Marks)

04) 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)

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) "There are many tactics that people can use to gain power and to influence those in power. Individuals can also influence others through political behaviours."
(Robbins, S., Judge, T., Vohra, N. Organizational Behaviour, 2022, p.462)

In light of the above statement, discuss the causes and consequences of political behaviour in Sri Lankan organizations citing appropriate examples.

(08 Marks)

b) Differentiate between Mechanistic and Organic organizational structures. According to your opinion, out of the above two forms of organizational structures, what is the most suitable form for the modern business organizations? Discuss.

(12 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 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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