THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES

BACHELOR OF MANAGEMENT STUDIES HONOURS
BMSHONS IN HUMAN RESOURCE MANAGEMENT

OSU5306 ORGANISATIONAL BEHAVIOUR
FINAL EXAMINATION – 2025/2026

DURATION -THREE (03) HOURS

DATE: 14th June 2026 ***TIME: 09.30 a.m. – 12.30 p.m.***

Instructions:
Answer <u>any Five (05)</u> Questions. All Questions carry equal marks.

01) a) Briefly discuss using examples, why it is important for a manager to have a systematic knowledge of Organisational Behaviour theories and concepts.
(10 Marks)

b) Differentiate between 'Inherited and Learned characteristics' and explain how these characteristics are useful for business decision making.
(10 Marks)

02) a) Briefly explain the perceptual process. (04 Marks)

b) Mr. Hemal, the Managing Director of ABC (Pvt) Limited frequently holds client meetings to maintain a good rapport with the clients. In a recently held meeting with clients, he got highly impressed by the communication skills and professional personality of Mr. Janak, an Assistant Manager. Because of this strong first impression, Mr. Hemal assumed that Mr. Janak is equally skilled in leadership, problem solving skills and decision making. Therefore, despite frequent project delays and poor teamwork displayed from Mr. Janak, he continued receiving praise and rewards. Meanwhile, other employees in his same job category, even though they hold good technical skills and displayed promising performance, are overlooked because they are less charismatic and smart in personality. This differential treatment has created demotivation among other employees.

i) What is the perceptual error you identified in the above scenario? Briefly explain. (05 Marks)

ii) If you are the Managing Director of the company, would you display the same behaviour as Mr. Hemal? Provide a brief justification for your answer.
(05 Marks)

iii) Discuss two (02) other perceptual errors known to you with an example for each. (06 Marks)

03) a) Briefly discuss the concept of 'Emotional Labour' and long-term consequences of emotional labour for an employee using real-world examples.

(10 Marks)

b) "Emotional Intelligence is considered as an important skill that a 21st century leader should possess. Such a skill is highly beneficial when making decisions and managing the employee related matters".
Discuss the above statement. Support your answer with suitable examples.

(10 Marks)

04) Star Tec is a well-established, reputed manufacturing company renowned for its innovative technologies. The company was recently facing issues with higher absenteeism, declining employee morale, increasing employee grievances, employee conflicts and missed deadlines. Ms. Dilani was appointed as the new Head of the manufacturing division to see whether she can settle the situation. She quickly assessed the situation and identified key problems. Employees felt disengaged, there was minimal communication between teams, and decision-making was highly centralized, causing delays. She decided to implement a new leadership strategy as she believed leadership could turn things around effectively.
During team meetings, she encouraged team members to share their ideas for new product innovations and to make the processes more efficient. She introduced a reward system for innovative contributions and organised regular team-building activities to build morale. She delegated authority and empowered department heads to make critical decisions regarding their own departments instead of waiting for top management's approval. Within few months there was a significant change in the work culture of the company. Employee absenteeism was reduced, satisfaction rates improved, project delivery timelines were met consistently, and overall productivity increased. Ms. Dilani's leadership has indeed transformed the company into a better place.

a) What sources of power did Ms. Dilani use to motivate the employees?

(04 Marks)

b) What leadership style/approach did Ms. Dilani demonstrate when addressing the challenging situation at Star Tec company? Justify your answer using examples from the above case. (08 Marks)

c) Discuss long term pros and cons of Ms. Dilani's leadership style/approach to the Star Tec company and to its employees. (08 Marks)

05) a) What is the key idea of 'Maslow's Hierarchy of Needs theory? Briefly discuss emphasising how Hierarchy of Needs Theory can be applicable to today's organisations. (10 Marks)

b) "Role conflicts are considered harmful for an individual employee as well as for an organisation. However, role conflicts are not without potential benefits."
What is your opinion on the above statement? Discuss your argument using appropriate examples. (10 Marks)

06) a) What do you mean by the term 'Learning'? (05 Marks)

b) At a Customer Service Centre, few of the employees frequently arrives late to work. They were not concerned about their behaviour as there were no consequences. However, a new Human Resource Manager joined the service centre and observed that the undesirable behaviour of these few employees, if remained unattended for a long time; could be followed by the rest of the employees as well. She called a meeting to all employees and during the meeting she openly criticised the latecomers by calling out their names. Latecomers were feeling really ashamed due to the criticism and other employees who witnessed the situation determined that they will not behave in such a negative way as they wanted to avoid such open criticism and humiliation.

i) What is the Learning theory which best explains the above scenario? Briefly discuss quoting examples from the case. (07 Marks)

ii) Would you consider Learning as an essential component of organisational growth and survival? Discuss your opinion providing examples. (08 Marks)

07) a) Do you think changing organisational culture is necessary at certain times?
If your answer is 'yes', then discuss what are the reasons which makes changing organisational culture essential. If your answer is 'no', then provide reasons for denying the statement. (10 Marks)

b) "Knowledge about different personality types is not only beneficial to managers or leaders, but also it is essential for employees to have an understanding of personality types of their colleagues as well as of managers".
Do you agree with the above statement? Justify you answer with examples. (10 Marks)

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