



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

No. of Pages : 03
No. of Questions: 05
Total Marks :70

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

Three Hours

2000 LEVEL FIRST SEMESTER END EXAMINATION - AUG/SEP 2023

BBA 21033 - Organizational Behavior

Academic Year 2022/2023

Instructions

- ➔ Instructions: The Question paper contains 05 questions and 03 pages.
- ➔ Answer the all Questions



1. Read the following hypothetical case and answer the questions given below

"The Rising Star"

Thathmini Perera, a young girl from a rural area in the southern province of Sri Lanka, grew up in a family where both of her parents were business studies teachers. Although they were graduates in the field of management, Thathmini's mother decided to resign from her job to care for her only daughter. To supplement their reduced income, Thathmini's father started a tuition class for Advanced-Level Business Studies students at their house. As a habit before starting the class, he used to deliver a motivational speech to the students.

As a small child, Thathmini would often sit in on her father's tuition classes. She listened intently to his motivational speeches, which covered various managerial concepts such as diversity, attitudes, personality perception, emotion and mood, stress management, and motivation. In particular, she was attracted to leadership qualities. While she didn't fully grasp everything her father said, she would seek clarification from her mother, who always encouraged her to pursue a career in medicine.

Thathmini's academic environment was carefully nurtured by her mother, leading to her achieving 9A's in her Ordinary Level exams. While her mother wanted her to lean toward embracing the realm of Science, it was the illuminating guidance of her father that gracefully steered Thathmini towards the enchanting path of Commerce for her Advanced-Level pursuits. Before entering the Advanced-Level program, Thathmini had already developed strong leadership qualities, which she applied to her daily life and academics. Unaware the Thathmini, her behavior drew attention from her peers and teachers. They noticed qualities that were considered effective leadership traits in her, often referring to her as a potential future leader.

Thathmini is a remarkable individual who possesses a unique ability to perceive and understand the world around her with clarity. Her interpersonal skills are truly commendable, as she effortlessly connects and communicates with others, leaving a lasting positive impression. Her unwavering commitment to ethical principles and consistently sound and responsible decisions are truly inspiring. Moreover, her profound empathy and emotional intelligence enable her to forge deep and meaningful connections with people from all walks of life. Thathmini's incredible adaptability allows her to thrive in any environment, making her an invaluable asset to any team. Additionally, she possesses a keen eye for talent and excels in delegating responsibilities while

empowering others to reach their full potential. Her collaborative spirit and teamwork skills foster an atmosphere of camaraderie and productivity, making her an indispensable contributor to any group endeavor. Thathmini also has the skill to inspire and motivate others in a given task, as well as to achieve collective success. At the end of the two years, she became the first on the Island at the advanced level and entered the Faculty of Management and Finance at the University of Ruhuna in 2022.

Questions:

- I. Identify the qualities exhibited by Thathmini that led some teachers to consider her as a potential leader. Support your response with specific examples from the case study.
(09 Marks)
- II. In your own words, explain how Thathmini's background and exposure to her father's motivational speeches could have influenced the cultivation of her leadership attributes. Substantiate your response with pertinent evidence from the case study.
(09 Marks)

(Total Marks: 18)

2. "Perception is the process through which we interpret sensory information to comprehend the world around us. Perception assists in comprehending our environment, identifying patterns, and making decisions, thus shaping our cognitive understanding and responses".

- I. Define perception as explained by Robbins in the context of Organizational Behavior
(02 Marks)
- II. Briefly explain the factors that influence individuals' perception.
(05 Marks)
- III. Describe the three factors that determine attributions as proposed by the Attribution theory. Provide an example that illustrates how these factors can result in different attributions for the behavior.
(06 Marks)

(Total Marks: 13)

3. "Emotions and moods drive employee motivation, teamwork, and decision-making, shaping the organizational culture and customer interactions. Acknowledging and managing these aspects fosters a more productive and harmonious workplace, ultimately enhancing business success".

- I. List out and explain common sources of employee emotions and moods
(06 Marks)
- II. Briefly discuss the role of emotional labor and emotional intelligence in enhancing employee performance
(07 Marks)

(Total Marks: 13)

4. "Studying group behavior enables understanding of diverse group types, developments of groups and impacts of group characteristics on organizational performance "

I. Briefly explain how a group can be developed using the five stages of the group development process

(06 Marks)

II. What are the group properties that can be understood within a group setting? By Selecting one of them, explain how it influences group performance in an organization

(07 Marks)

(Total Marks: 13)

5. "Organizational culture encompasses the common values, beliefs, norms, and actions that mold the overall character and vibe of a company. Creating and sustaining strong organizational culture is a complicated process".

I. Define organizational culture and describe its common characteristics.

(06 Marks)

II. Explain with an appropriate example how managers should create and sustain a strong organizational culture

(07 Marks)

(Total Marks: 13)

