



UNIVERSITY OF RUHUNA
FACULTY OF MANAGEMENT AND FINANCE

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BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

2000 LEVEL FIRST SEMESTER END EXAMINATION – AUG/SEP 2025

Three Hours

BBA 21033 – Organizational Behavior

Academic Year 2024/2025

Instructions

- ➔ Answer all the questions.

Question One

Read the following hypothetical case and answer the questions given below

"Weaving a Greener Future: Ceylon EcoTextiles' Journey from Vision to Impact"

Mr. Eran, the newly appointed Managing Director of Ceylon EcoTextiles, envisions positioning the company as Sri Lanka's leading sustainable apparel exporter by 2030. Aware of the growing global demand for eco-friendly clothing and pressure from environmental regulations, he monitors external trends, refines business ideas, and establishes a responsive strategy aligned with the environment.

Recognizing Sri Lanka's collectivist culture that values harmony and seniority, Eran energizes teams by promoting shared purpose, attunes strategies to cultural expectations, and aligns plans with organizational values. He engages respected team leads in co-developing a clear strategy to reengineer production lines, train staff in green techniques, and gain global sustainability certifications.

At the team level, Eran connects cross-functional groups, unifies their efforts under sustainability goals, and maintains focus on performance through SMART goals—like reducing water usage by 40% and cutting fabric waste by 50%.

When older machine operators resist change, Eran empowers them with tailored mentoring, engages their concerns through open dialogue, and enables participation by offering skill development and incentives.

Despite economic challenges such as fluctuating export taxes and energy costs, Ceylon EcoTextiles began showing early signs of transformation—collaboration improved, morale rose, and results reflected a collective commitment to the company's green vision.

Questions:

- I. Based on the case of *Ceylon EcoTextiles*, identify two external environmental factors that influenced Mr. Eran's strategic planning. Explain how each factor shaped the company's direction.

(04 Marks)

II. Explain how Mr. Eran translated his vision into strategy and team-level goals. Use examples from the case to illustrate your answer.

(04 Marks)

III. Describe the actions of Mr. Eran as a leader across each level of the organization, based on the Vision to Results model.

(06 Marks)

(Total Marks 14)

Question Two

“Individuals form groups to achieve a variety of objectives. However, group formation is a complex process, and successful group performance depends on several unique properties of the group.”

I. Briefly discuss why individuals join groups.

(04 Marks)

II. Elaborate on the group development process using the Five Stages of Group Development Model.

(04 Marks)

III. List five group properties that influence group performance, and provide a detailed explanation of any three of them.

Functional Self-managed
Cross-functional Five based

(06 Marks)

(Total Marks 14)

Question Three

Motivating employees through monetary rewards is a common practice in many organizations. However, in most cases, financial incentives alone fail to improve employee performance and overall well-being. On the other hand, many successful modern organizations have effectively applied process theories of motivation to boost employee engagement and long-term productivity.

Based on what you have learned in the classroom, answer the following:

I. Describe the Expectancy Theory of motivation. How the Expectancy Theory of motivation helps managers understand and improve employee motivation? Support your explanation with a practical example.

(06 Marks)

II. Describe the Job Characteristics Model. How managers can use the Job Characteristics Model to redesign jobs in ways that make work more enjoyable and increase productivity?

Job enlargement
Job enrichment
involvement
Job depth
Job rotation

(08 Marks)

(Total Marks: 14)

Question Four

“Omega Books Publishing” decided to move from a primarily “print-based model” to an “online e-book platform”. The editorial team welcomed the idea, but the sales team felt uncertain and

feared redundancy (risk of losing job). One senior sales executive refused to attend training sessions and discouraged others from participating.

- I. What could be the possible reasons for resistance among the sales executives?
Job displacement of employees (04 Marks)
 - II. Suggest four strategies management can pursue to build commitment and reduce the resistance among the sales team. Explain your answer. (04 Marks)
 - III. Explain how "Levin's three step change process" can be applied to manage this transformation more effectively
*Unfreeze
Moving
Refreeze* (06 Marks)
- (Total Marks 14)**

Question Five

Write short notes on **four (04) of the following** concepts

- I. Factors influence on individual Perception
- II. Model of Employee Responses to Dissatisfaction
- III. Seven primary characteristics of organization Culture
- IV. Strong Vs Weak Culture
- V. The Big Five Model of Personality Dimensions

(Each carries 3.5 Marks)
(Total Marks 14)

*Innovation and risk taking
Attention to
Outcomes orientation
People
Team
Aggressiveness
Stability*