BUS 1370 : Principles of Management

Classroom Activity

Department *of* Business Administration

Faculty of Management Studies and Commerce

University of Sri Jayewardenepura

Question 01

The economic crisis in Sri Lanka has increased production costs for apparel manufacturers. Reduced consumer spending has also resulted in decreased demand for apparel. The prevailing political instability and policy uncertainties have further hindered long-term planning and investment decisions, limiting industry growth. Social tensions and disruptions have strained relationships with international buyers. To mitigate the impact, apparel manufacturers have sought new export markets and invested in new technology to improve operational efficiency.

i. Based on the above scenario, discuss the importance of management for present-day organisations in the apparel industry.

(08 Marks)

Answer

An appropriate introduction: What is management? (02 Marks)

- *Management is the art of getting things done through other people (Mary Parker Follet, 1868-1933) Or*

- *Management is the process of planning, organising, commanding, coordinating and controlling.*

- *Any other acceptable definition.*

Explain the importance of management at present day context referring to the given scenario (06 Marks)

(*students need to at least bring 03 points to gain full marks)

- *Achieving Goals*

- *Efficient and effective use of resources*

- *Growth and development*

- *Proper Administration and leadership*

- *Planning for the future*

- *Discipline*

ii. Explain how the economic and political crisis in Sri Lanka affects the performance of the apparel industry.

(12 Marks)

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(12 Marks)

Answer

An appropriate introduction to the question (02 Marks)

Explain how the economic and political crisis in Sri Lanka affects the performance of the apparel industry (09 Marks for at least 03 points (03 marks each))

- *Increased production costs*
- *Decreased consumer spending*
- *Political instability and policy uncertainties*
- *Strained relationships with international buyers*

Overall quality of the answer (01 Mark)

Question 02

i. 'Both Western and Japanese management theories are concerned with the concepts of standardisation and bureaucracy.' Compare and contrast how these concepts are materialised in Western classical school of management and Japanese management practices.

(08 Marks)

Answer

Standardisation

- *Compare- Both require one best method of working in increasing efficiency and quality in routine operations. (02 Marks)*

- *Contrast-Involvement of team members in setting and measuring standards. Not imposed standards and measurements. (02 Marks)*

Bureaucracy

- *Compare-Rules, regulations etc. are required for organizations (02 Marks)*

- *Contrast- Rigid bureaucracy in West and participative bureaucracy of Japan (02 Marks)*

ii. "Organising is the process of establishing orderly uses for all resources within the management system" (Certo & Certo, 2010).

Identify an organisation that is familiar to you and briefly explain how the process of organising unfolds in that organisation.

(12 Marks)

Answer

a. Properly identifying the steps in the process of Organising and explaining each step by relating it to the selected organisation - (1 X 07 steps = 07 Marks)

- *Identification of work*

- *Dividing workload into jobs*

- *Grouping jobs into departments*

- *Deciding spans of management*

- *Delegating authority and responsibility*

- *Allocation of resources*

- *Establishing coordinating mechanisms*

<u>Answer</u>

b. Identifying the five (05) organising elements and relating them to the selected organisation. – (1 X 5 elements = 05 Marks)

- *Job Specialisation*

- *Grouping jobs: Departmentalisation*

- *Establishing Reporting Relationships*

- *Distributing Authority*

- *Coordination*

** Students may combine point a and b when providing answers. At such instances if the answer is correct, assign the full marks allocated for point a and b.

Question 03

The task of creating a new advertising campaign for a client was assigned to a team of designers and marketers in an advertising company. They adopted a collective decision-making process, allowing each member to voice their opinions and contribute to the final decision.

i. Explain how the company can practise communication effectively to create a successful advertising campaign.

(08 Marks)

Answer

Students should explain the ways to practise communication effectively during the advertising campaign by using following (at least 04 points) (4*2 marks = 08 marks)

- *Develop good/active listening skills*

- *Encourage two-way communication*

- *Follow up*

- *Giving constructive feedback*

- *Establish clear communication channels*

- *Maintaining a record/evidences*

- *Maintain credibility*

- *Utilize collaboration tools and technology to facilitate communication and teamwork*

- *Established clear roles and responsibilities*

- *Or any other acceptable answer.*

ii. Identify four (04) group decision-making techniques and recommend with a proper justification the best group decision-making technique to be adopted by the above company.

(12 Marks)

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(12 Marks)

Answer

Identifying any four group decision-making techniques (04 Marks)

- **Brainstorming**

Brainstorming uses a face-to-face interactive group to spontaneously suggest a wide range of alternatives freely for decision making.

- **Nominal Group Technique**

Used most often to generate creative and innovative alternatives or ideas. Once alternative solutions are listed, group members vote by usually rank ordering the various alternatives. The highest ranked alternative represents the decision of the group.

- ***Delphi Technique***

It is unique because it is a group process using written responses to a series of questionnaires instead of physically bringing individuals together to make a decision.

- ***Majority Rule***

This refers to a decision-making rule where each member of the group is given a single vote, and the option that receives the greatest number of votes is selected.

- ***Group Decision Support Systems (GDSS)***

GDSS are interactive computer-based systems that are able to combine communication and decision technologies to help groups to make a better decision.

Recommend with a proper justification the best group decision-making technique to be adopted by the above company (08 Marks)