



No. of Questions : 07

No. of Pages : 03

University of Sri Jayewardenepura
Faculty of Management Studies and Commerce
Department of Business Administration
Year I Semester I – End Semester Examination – June 2023
Management Common Programme
BUS 1370 Principles of Management / BUS 1340 Principles of Management (Repeat)

Instructions:

Answer only **five (05)** questions including **Question No. 01 (Compulsory Question)**.

Answers should be legibly written.

Total marks allocated: **Hundred (100) marks**.

Time allocated: **Three (03) hours and Fifteen (15) minutes only**.

Question No. 01 (Compulsory Question)

- i. State two (02) sub-roles of the interpersonal role played by managers in organisations.
(02 Marks)
 - ii. Name two (02) principles of management by Henri Fayol.
(02 Marks)
 - iii. Mention two (02) reasons for why environmental analysis is important in managing business organisations.
(02 Marks)
 - iv. Mention the two (02) main types of decisions made in organisations.
(02 Marks)
 - v. State the two (02) main activities of planning.
(02 Marks)
 - vi. State two (02) factors that determine the span of control of an organisation.
(02 Marks)
 - vii. State any four (04) hygiene factors emphasised in Herzberg's Two Factor Theory.
(02 Marks)
 - viii. Identify two (02) characteristics of a transformational leader.
(02 Marks)
 - ix. Mention two (02) criteria that decide the richness of a communication channel.
(02 Marks)
 - x. Mention the two (02) forms of structural control.
(02 Marks)
- (Total 20 Marks)**

Question No. 02

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)

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

(12 Marks)

(Total 20 Marks)

Question No. 03

- 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)

- 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)

(Total 20 Marks)

Question No. 04

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)

- 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)

(Total 20 Marks)

Question No. 05

CJ, a cordial and jam manufacturing company in Sri Lanka, has experienced poor performance in the last year. During a special meeting to review the situation and take necessary actions (with the heads of all the departments), some argued that poor performance was not related to planning but a direct result of malfunctioning controlling processes. After listening to different arguments, the CEO of CJ said, "Controlling process alone is not the culprit but also the planning process, as planning and controlling are inseparable".

- i. Do you agree with the CEO's idea that planning and controlling are inseparable? Justify your answer.

(08 Marks)

- ii. 'Focusing on the process of transforming resources into goods or services, CJ could practise three types of operational controls.' With special reference to the nature of CJ, describe two (02) examples for each type of operational control that CJ could practise.

(12 Marks)

(Total 20 Marks)

Question No. 06

Students following the course, Principles of Management, are currently undertaking a group activity that involves organising a community service project. Each group member has been assigned a specific task to ensure the successful completion of this group project. As the group leader, you have noticed that certain members of your group are demonstrating a lack of enthusiasm and readiness to actively participate in this project. Such disengagement of group members can significantly affect the progress and success of the project.

- i. Providing appropriate examples, explain how David McClelland's Acquired Needs Theory can be used to enhance the level of motivation of the students regarding the project.
- ii. Discuss how you lead your group members by focusing on their different readiness levels to succeed this project in the light of Hersey and Blanchard's Situational Model of Leadership.

(08 Marks)

(12 Marks)

(Total 20 Marks)

Question No. 07

- i. As some people argue, 'the concept of alternative organisation is a Utopia in today's capitalist economic system'. Do you agree with this argument? Justify your stance with suitable examples.
- ii. It was proposed to organise a talent show by the student association of a department for the first-year undergraduates. The student group is highly diverse and consists of students belonging to different ethnic and religious backgrounds/ coming from rural and urban areas/ speak Tamil, Sinhala, and English, a few with different abilities, such as using a wheelchair and visually impaired.

(08 Marks)

Identify a list of items (at least five) to be staged at the talent show and explain how the items you proposed would address inclusivity.

(12 Marks)

(Total 20 Marks)

******* End of Paper *******