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No of Questions - 08

SCHOOL OF ACCOUNTING AND BUSINESS
BSc. (APPLIED ACCOUNTING) GENERAL / SPECIAL DEGREE
PROGRAMME

YEAR I SEMESTER II – INTAKE VII (GROUP A)
END SEMESTER EXAMINATION – JULY 2017

MGT10125 Principles of Management

Date : 28th July 2017
Time : 9.00 a.m. - 11.30 a.m.
Duration : Two and a half (02 ½) Hours

Instructions to Candidates:

- Write the Index Number in the space provided at the top of this sheet. Do not write your name anywhere in this question paper.
- The paper consists of three Sections (A, B and C)
- Section A – Answer **ALL** questions on this question paper itself
Section B – Answer **Any Three (03)** questions
Section C – Answer **Any Two (02)** question
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Answers should be written neatly and legibly.

Section A

Answer **ALL** questions

Question No. 01

The most suitable answer to the relevant question should be crossed completely and properly, against the relevant question number.

1. Choosing the “right goal” is known as ;
 - a. effectiveness
 - b. efficiency
 - c. creativeness
 - d. fore-sightedness
 - e. innovativeness

a	b	c	d	e
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Make use of the following Blake and Mouton’s Managerial Grid and the choices from a) to e) in answering questions from 2) to 5).

Blake and Mouton’s Managerial Grid explains the behavioral dimensions of a leader;

Concern for People	9	1,9								9,9
	8									
	7									
	6									
	5				5,5					
	4									
	3									
	2									
	1	1,1								9,1
		1	2	3	4	5	6	7	8	9
Concern for Production										

- a. Team Management
- b. Country Club Management
- c. Impoverished Management
- d. Middle of the Road Management
- e. Authority- Compliance

2. 1,1 Leaders

3. 1,9 Leaders

4. 5,5 Leaders

5. 9,9 Leaders

a	b	c	d	e
a	b	c	d	e
a	b	c	d	e
a	b	c	d	e

6. Mr. Jasinghe is a Manager in the ABC (Pvt.) Ltd. He initiates new projects by incorporating innovative ideas. Also, he is good at exploiting the opportunities available to the organization which contribute to identify areas of business development. Out of the followings, which role is he playing as per this scenario?

- a. Decisional role as an entrepreneur
- b. Interpersonal role as a figurehead
- c. Decisional role as a negotiator
- d. Interpersonal role as a liaison officer
- e. Informational role as a disseminator

a	b	c	d	e
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7. Managers who are responsible for deciding on a specific structure of tasks and authority must consider four basic issues. They are;
- a. I. Job Specification II. Departmentalization III. Span of Control IV. Delegation of Authority
 - b. I. Departmentalization II. Span of Control III. Delegation of Authority IV. Hierarchy of Authority
 - c. I. Span of Control II. Delegation of Authority III. Hierarchy of Authority IV. Unity of Command
 - d. I. Delegation of Authority II. Hierarchy of Authority III. Unity of Command IV. Line and Staff relationships
 - e. I. Hierarchy of Authority II. Unity of Command III. Line and Staff Relationship IV. Job rotation

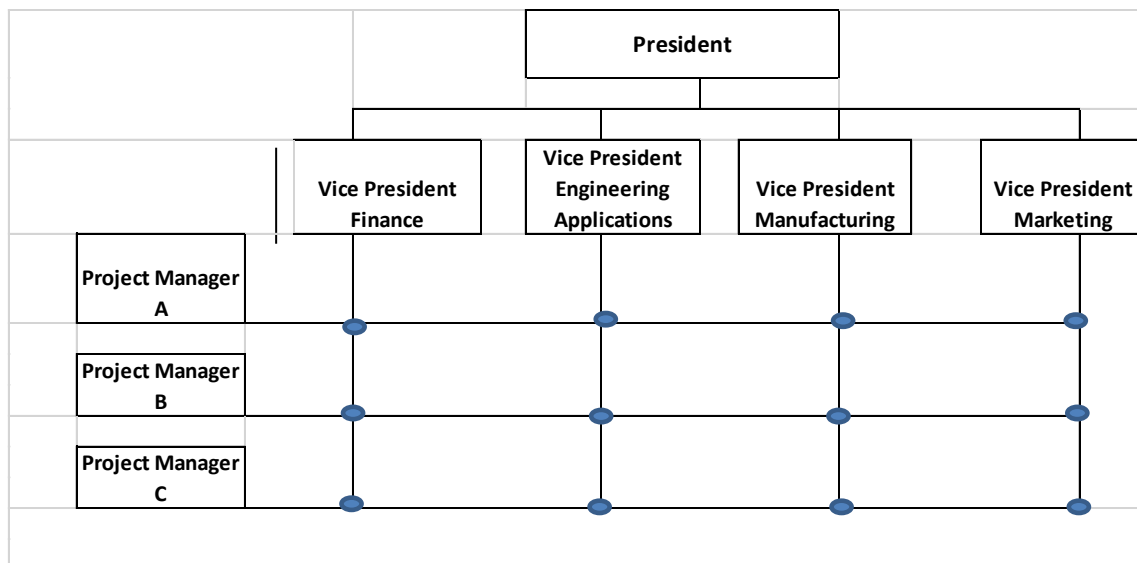
a	b	c	d	e
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8. One factor among others that motivates employees is the status of the individual. According to Maslow's Needs Hierarchy Theory, which need is closely related to employee status?
- a. Physiological
 - b. Safety
 - c. Belongingness
 - d. Esteem
 - e. Self-actualization

a	b	c	d	e
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9. Make use of the organizational structure given below in answering this question.

Organizational Structure



- This is a vertical functional structure; the vertical functional managers are Project Manager A, B and C.
- This is a network structure; every employee is assigned to only one boss to report.
- This is a team based structure; the horizontal functional managers are Project Managers who maintain reporting relationship(s).
- This is a divisional structure; each employee is assigned to only one boss to report.
- This is a matrix structure; every employee is having two bosses to report.

a	b	c	d	e
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10. There are two main types of motivational theories. They are content theories and process theories. Identify the correct group of content theories from the following;
- I. Hierarchy of Needs Theory II. Two Factor Theory III. Three Needs theory
 - I. Two Factor Theory II. Three Needs Theory III. Goal Setting Theory
 - I. Three Needs Theory II. Goal Setting Theory III. Reinforcement Theory
 - I. Hierarchy of Needs Theory II. Reinforcement Theory III. Expectancy Theory
 - I. Reinforcement Theory II. Two Factor Theory III. Three Needs Theory

a	b	c	d	e
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(Total 20 marks)

Section B

Answer **any Three (3)** Questions

Question No. 02

Mr. Samarasinghe is the Manager of Deals Supermarket's fresh production department that handles the sales of fruits and vegetables. The department has steady sales figures, whereas the rest of the departments in the super market have sales figures that have been rising. Mr. Samarasinghe has a wide range of diverse staff working for the department - a total number of twenty - but only two are full time and both had taken early retirement from their lifetime careers. The remaining staff consists of working mothers, students - primarily from the private colleges and part-time workers. The latter groups do not have any specific desire to work in a supermarket but need to show that they are willing to take jobs offered for a short period of time with benefits. Often they will leave after a couple of weeks. In this regard, he was heard some rumors that he is going to be questioned from the top management about the disappointing trend in the department's sales figures.

- a. Identify two (2) basic issues for steady sales figures in the fruit and vegetable department.
(03 marks)
- b. Comment the nature of the recruitment policy as you are of the fruit and vegetable department.
(04 marks)
- c. Discuss how would you address the two issues stated under (a) above if you were Mr. Samarasinghe.
(06 marks)
- d. Explain appropriate motivational techniques that Mr. Samarasinghe could apply to increase the productivity of his staff.
(07 marks)

(Total 20 marks)

Question No. 03

“The team attempts to identify problems and processes for improving team performance. Formation of work groups is inevitable in organizations. Work groups strongly influence the overall behavior and performance of their members.”

a. Briefly explain the five (5) stages of team development.

(02 marks)

b. State five (5) characteristics of an effective team

(03 marks)

c. Distinguish between groups and teams.

(03 marks)

d. Briefly explain functional and dysfunctional conflicts when performing group activities in an organization.

(04 marks)

e. Briefly explain the main features of the following groups.

i. Command group

ii. Task group

iii. Interest group

iv. Friendship group

(08 marks)

(Total 20 marks)

Question No. 04

“Planning and Controlling are the two facets of the same coin”.

- a. Outline how planning and controlling are connected to each other.

(02 marks)

- b. Briefly explain the “Control Process” having identified its three (3) main important stages.

(04 marks)

- c. Compare and contrast

i. Feed forward

ii. Concurrent, and

iii. Feedback control.

(06 marks)

- d. “Budgeting is a tool in the controlling process”.

Discuss how budgets help planning as well as controlling processes.

(08 marks)

(Total 20 marks)

Question No. 05

- a. Explain what is meant by the term “corporate culture”.

(02 marks)

- b. Distinguish between visible and invisible facts of the corporate culture.

(06 marks)

- c. Briefly describe the relationship between strategic planning and SWOT analysis. Use a corporate sector example to explain your answer.

(04 marks)

- d. Briefly explain three (3) methods that an organization can follow when adapting to the environment.

(08 marks)

(Total 20 marks)

Section C

Answer **any Two (2)** Questions

Question No. 06

“Management is the art of getting things done through and with people (Mary Parker Follett, 1868-1933)”

- a. Highlighting the above statement, explain the management process by using appropriate examples.

(05 marks)

- b. Critically evaluate whether management is an art or a science.

(05 marks)

(Total 10 marks)

Question No. 07

“Theory without practice is infertile, and practice without theory is blind”

Critically evaluate the above statement by highlighting the importance of theory.

(Total 10 marks)

Question No. 08

“Choosing an appropriate span of management” is important because, it can affect efficiency and effectiveness of the organization. Discuss.

(Total 10 marks)