



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

FACULTY OF COMMERCE & MANAGEMENT STUDIES

Bachelor of Commerce (Special) Degree First Year Examination (External) – 2016

May 2022

BCOM E1015 – Principles of Management

No. of questions: Six (06)

Time: 03 hours

Answer only five (05) Questions

Question No. 01

a) The level of authority is one criterion that is being used to classify managers. Defining who is a manager, state manager classifications according to the level of authority.

(06 Marks)

b) Managers at a different level of the organization requires different managerial skills to a different degree. Do you agree with this statement? Rationalize your answer with examples.

(06 Marks)

c) “A balance between efficiency and effectiveness is important for every company”. Do you agree? Explain.

(08 Marks)

(Total 20 Marks)

Question No. 02

a) “Planning guides an organization”. Briefly explain the statement highlighting the benefits of planning

(04 Marks)

b) One categorization of types of planning is planning which depends on the frequency of use. Discuss.

(06 Marks)

c) Explain the contemporary issues in Planning?

(10 Marks)

(Total 20 Marks)

Question No. 03

a) “Organizing function deals with the inter-linkages between the organizational sub-units to achieve the objective in a cohesive and coordinated manner”. What are the key elements of organizational design?

(06 Marks)

b) Departmentation refers to the grouping of operating tasks into jobs, the combining of jobs into effective workgroups, and the combining of groups into divisions often termed as ‘Departments’. What are the different bases of departmentation? Explain with suitable examples.

(10 Marks)

c) Distinguish mechanistic organizational structure from organic organizational structure.

(04 Marks)

(Total 20 Marks)

Question No. 04

a) What are the key variables of Leadership?

(04 Marks)

b) “Good management is possibly impossible without appropriate leadership”. Critically analyze the statement.

(06 Marks)

c) Explain contingency theories of Leadership

(10 Marks)

(Total 20 Marks)

Question No. 05

Imagine that your friend Sampath is paid Rs. 30,000 per month working as an office assistant. He has held this job for six months. He is very good at what he does, he comes up with creative ways to make things easier in the workplace, and he is a good colleague who is willing to help others. He stays late when necessary and is flexible if asked to rearrange his priorities or his work hours. Now imagine that Sampath finds out that his manager is hiring another employee, Gamini, who is going to work with him, who will hold the same job title and will perform the same type of tasks. Gamini has more advanced computer skills, but it is unclear whether these will be used on the job. The monthly pay for Gamini will be Rs. 35,000.

- a) How would Sampath feel? Would he be as motivated as before, doing above and beyond his duties? Explain using appropriate motivation theory (You have to explain the theory also).
(06 Marks)
- b) What are the inputs and outputs of Sampath in the above case?
(06 Marks)
- c) If you are the Sampath, how would you react to this situation?
(04 Marks)
- d) What implications does this theory provide in handling salary-related issues in the public sector?
(04 Marks)

(Total 20 Marks)

Question No. 06

Write short notes on the following:

- a) Grapevine
- b) Rational Decision-Making Process
- c) Control Process
- d) Communication Process

(05 Marks each)
(Total 20 Marks)

