



University of Kelaniya - Sri Lanka

Centre for Distance and Continuing Education

Faculty of Commerce & Management Studies

Bachelor of Business Management (General) Degree First Examination (External) -- 2024

April/ May - 2026

BMGT 18015 - Principles of Management

No. of Questions: Eight (08)

Time: 03 hours

Answer any **five (05)** questions.

Each question carries 20 marks.

Question No: 01

‘Sunil was selected as a management trainee to a company that exports tea for middle east and European countries. The company wants to develop him to a middle level position as a middle level manager after another four years’ time. And sked to develop the needed skills as a middle level manager’.

a) What skills’ set that Sunil develop to perform as a Middle level manager?

(06 Marks)

b) Explain what managerial roles Sunil needs to perform to be a successful middle level Manager.

(14 Marks)

(Total 20 Marks)

Question No: 02

- a) Assume you are a manager of a private education institute situated in Kelaniya. The Managing Director (MD) of your company, asks you to present a classification of 'organizational environment' showing their major players or items. Using appropriate assumptions when needed, present the answers for the request of your MD.

(07 Marks)

- b) Present 'SWOT' analysis using the environment classification you presented in the question above showing least three strengths, three weaknesses, three opportunities, and three threats.

(13 Marks)

(Total 20 Marks)

Question No: 03

- a) What is planning?

(05 Marks)

- b) What is the importance of planning?

(05 Marks)

- c) Explain the planning process, using an example.

(10 Marks)

(Total 20 Marks)

Question No: 04

- a) What is controlling?

(05 Marks)

- b) 'Controlling is not important if the planning is in place'. Do you agree with this statement?

(05 Marks)

- c) Your Supervisor asks you to show how you would control your production section to see whether your section is rightly moving towards the set goals according to the set plans, or if not to take corrective actions. Show the steps of your explanation in answering the supervisor's request.

(10 Marks)

(Total 20 Marks)

Question No: 05

XYZ Solutions Pvt. Ltd., a mid-sized IT services company in Sri Lanka, is experiencing confusion and inefficiency in its operations. Teams are loosely organised by project, and employees often report to multiple managers, leading to conflicting instructions. Decision-making is highly centralised, and managers handle too many subordinates, making supervision difficult. Work tasks are unevenly distributed, with some employees underutilised while others are overburdened. The management recognises that unclear authority, and a lack of delegation are affecting productivity. They are now considering redesigning the organisation's structure to improve efficiency, clarify roles, and respond better to market demands.

- a) Identify management issues in the case related to:
- i. Division of labour
 - ii. Departmentalisation
 - iii. Unity of command
 - iv. Span of control

(02 marks* 4 = 08 Marks)

- b) Recommend an organisational structure for XYZ Solutions Pvt. Ltd. that addresses the issues above and explain how your proposed structure can balance centralisation and decentralisation, improve efficiency, and enhance clarity in roles and responsibilities

(12 Marks)

(Total 20 Marks)

Question No: 06

BlueWave Pvt. Ltd., a mid-sized software development company in Sri Lanka, has been experiencing declining productivity and low employee engagement. While employees are technically skilled, unclear roles, communication gaps, and frequent disagreements are affecting team performance. Some projects miss deadlines due to poor coordination and insufficient collaboration. The HR department plans to implement high-performance work practices to motivate employees, retain top talent, and improve overall performance. They also aim to build effective work teams, clarify roles, and guide teams through the stages of group development to ensure collaboration, and adaptability, in a fast-changing technological environment.

a) Explain three high-performance work practices BlueWave Pvt. Ltd. can use to retain the best and most talented employees.

(08 Marks)

b) Explain how BlueWave Pvt. Ltd. can apply the stages of group development to improve team collaboration and project outcomes.

(12 Marks)

(Total 20 Marks)

Question No: 07

Mr. Nishan is a manager at a mid-sized IT company in Sri Lanka. He realises that leadership is a continuous process of influencing people to achieve organisational goals. While some employees respond well to clear instructions and rewards, others need inspiration and a shared vision to perform their best. Nishan studies transactional and transformational leadership approaches to motivate different types of employees. He also faces challenges common in the 21st century, including rapid technological change, remote work, diverse teams, and the need for innovation. Nishan aims to balance performance expectations with employee engagement and adaptability in a dynamic work environment.

a) Explain two leadership challenges faced by Nishan in the 21st-century workplace, using appropriate examples from his organisation to support your answer.

(08 Marks)

- b) Compare and contrast transactional and transformational leadership.

(04 Marks)

- c) Explain how Nishan can apply the transformational leadership style and transactional leadership style to address employee motivation, engagement, and organisational performance in his team.

(08 Marks)

(Total 20 Marks)

Question No: 08

Mrs. Samantha is a project manager at a fast-growing marketing firm in Sri Lanka. She notices that miscommunication and misunderstandings among team members are affecting project outcomes and employee satisfaction. While some employees are motivated by recognition, others respond better to meaningful work and growth opportunities. Samantha studies contemporary theories of motivation to understand what drives her team. She also aims to enhance interpersonal communication skills to build trust, clarify expectations, and improve collaboration. Her goal is to increase employee engagement for organisational activities, reduce conflicts, and ensure that teams achieve high performance in a dynamic business environment.

- a) Explain two interpersonal communication strategies that Mrs. Samantha can utilise to enhance team collaboration, minimise misunderstandings, and improve employee engagement. Support your answer with relevant examples.

(08 Marks)

- b) Discuss how Mrs. Samantha can apply two contemporary motivation theories to motivate different employees and improve overall team performance.

(12 Marks)

(Total 20 Marks)