



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) – 2019

April - 2023

**BMGT E 1015 - Principles of Management**

No. of Questions: 08

Time: 03 hours

Answer five (05) questions **including question No. 01.**

**Answering for question no: 01 is compulsory.**

**Question No: 01**

Read the below-mentioned hypothetical case and answer the questions asked thereafter.

**Rolling Towards 2025- LMS Dilemma!**

LMS (PVT) Ltd. processes green tea for its mother company—ANC Poland which is one of the leading tea sellers in Poland. ANC Poland (ANCP) acquired LMS Pvt Ltd recently and had given a five-year strategic planning framework to align its operations to ANCP protocol. In driving the mission in Sri Lanka at LMS (PVT) Ltd., a consultant was hired, and the consultant's initial observation was that '*LMS had been playing in its own grounds naturally, on an informal basis without any strategic planning, policy, or guiding directions*'. What it had done for past fifteen years was to meet the given targets by international vendors for cutting and processing tea leaves, sent by the ANCP's tea factories in Sri Lanka. Thus, budget has been LMS's key operational guide.

The charismatic leadership of LMS's Managing Director - Mr. Seidhik Ahmad has been the key power behind LMS's existence.

LMS has now key problems in hand. The first is to establish a proper management process that integrate all its functions towards the given five-year planning by ANCP. The reason is that the Managing Director believes that 'management is just deciding the right thing at the right time that need gut feeling and personality, not science or theory'. Secondly, it is to train their top managers to execute the managerial roles effectively. The third is to conduct internal and external environment analysis in adopting and implementing the five-year planning protocol of ANCP. Finally, to conduct an entire planning within LMS in line with the five-year planning, given by the ANCP.

Assume that you are the consultant for LMS in driving the five-year planning of ANCP,

- a) What is the main problem of the LMS (PVT) Ltd. in adopting the transformational strategy of ANC Poland?  

**(05 Marks)**
  - b) How do you explain the Managing Director the need of establishing a proper management mechanism within the company? Describe your answer in relation to the context given.  

**(10 Marks)**
  - c) For LMS, what managerial roles and skills are mostly needed? Justify your answer.  

**(13 Marks)**
- (Total 28 Marks)**

**Question No: 02**

- a) Why is environment analysis important for organizations? Briefly explain using an example.  

**(06 Marks)**
- b) Show how you do a SWOT analysis to an organization using any assumptions, needed to build your answer.  

**(08 Marks)**

- c) What is the use of Internal Environment Factor Analysis Metrix (IEFAM) and External Environment Factor Analysis Metrix (EEFAM)? Explain.

(04 Marks)

(Total 18 Marks)

**Question No. 03**

Write an essay on the evolution of Management using the headings mentioned below:

- a) Main schools of thoughts in management

(04 Marks)

- b) The period of dominance of each school of thoughts

(03 Marks)

- c) Main contributors and their contributions

(06 Marks)

- d) Criticism, raised against each school of thoughts.

(05 Marks)

(Total 18 Marks)

**Question No. 04**

- a) Why 'planning is important to organizations? Explain.

(08 Marks)

- b) Using an example and needed assumptions, explain the planning process.

(10 Marks)

(Total 18 Marks)

**Question No. 05**

- a) 'Management becomes ineffective if there is no control.' Do you agree with this statement? Justify your answer.

(06 Marks)

- b) Briefly explain the controlling process using an example.

(08 Marks)

c) What are 'feedforward' and 'feedback' controls?

**(04 Marks)**

**(Total 18 Marks)**

**Question No. 06**

a) List any four (04) functions in Human Resource Management.

**(02 Marks)**

b) Differentiate between Job Description and Job Specification.

**(06 Marks)**

c) "Human resources are the most powerful competitive advantage any organization can have." Discuss.

**(10 Marks)**

**(Total Marks 18)**

**Question No. 07**

a) Compare extrinsic and intrinsic motivation. Make sure to include an example to illustrate the difference.

**(08 Marks)**

b) 'Leaders and managers share some essential characteristics; however, many dissimilarities make them distinct.' Briefly explain.

**(10 Marks)**

**(Total Marks 18)**

**Question No. 08**

a) 'Communication is the foundation of business operations.' Discuss

**(08 Marks)**

b) Describe the elements of the communication model and give examples for each part of the model.

**(10 Marks)**

**(Total Marks 18)**