



**University of Kelaniya – Sri Lanka**

*Centre for Distance and Continuing Education*

**Faculty of Commerce and Management Studies**

Bachelor of Business Management (General) Second Year Examination (External) – 2021

March – 2024

**BMGT E2065 – Organization Theory and Design**

No. of Questions: Seven (07)

Time: 03 hours

**Question No. 01 – Case study is compulsory** and answer another **four (04)** questions.

**Question No. 01**

1. Case study

ABC Electronics, a well-established consumer electronics company, has decided to undergo a significant organizational transformation to enhance its agility, innovation, and overall product performance. The company has traditionally followed a functional organizational structure, but with the dynamic changes in the market, there is a need for a shift to a product organizational structure.

Objectives:

- ✓ Foster a more customer-centric approach.
- ✓ Improve collaboration and communication across functional areas.
- ✓ Accelerate time-to-market for new products.
- ✓ Enhance overall product quality and innovation.

ABC Electronics has identified three core product lines: smartphones, smart home devices, and audio peripherals. The current structure involves separate departments for research and

development, marketing, and manufacturing. The leadership believes that restructuring will result in a more streamlined and responsive organization.

Suggest an organizational structure which is most suitable for ABC company. Draw the suggested organizational structure and rationalize the reason of selecting the particular structure for the organization.

**(Total 20 marks)**

**Question No. 02**

- a) List down five (05) organizational structure dimensions and briefly explain the selected dimensions.
- b) Explain Woodward's classification based on the manufacturing system and explain the basic techniques in manufacturing classification according to Woodward.

(05 Marks)

(15 marks)

**(Total 20 marks)**

**Question No. 03**

- a) Explain how collaborative networks can be supportive to promote organizational inter-relationships. Accompany an example in rationalizing your answer.
- b) Discuss two (02) organizational structures followed by international organizations during internationalization with examples to describe each structure.

(10 marks)

(10 marks)

**(Total 20 marks)**

**Question No. 04**

- a) List down five (05) reasons that can cause an organizational decline.

(05 marks)

- b) Explain the concept of the organizational life cycle and highlight the main characteristics associated with each stage. Give suitable examples to explain your answer.

(15 marks)

**(Total 20 marks)**

**Question No. 05**

- a) Managers can influence individual behaviour and organizational outcomes by using different power bases. With reference to five (5) sources of power, discuss how managers can improve their effectiveness of Sri Lankan organizations

(12 marks)

- b) “Organizational politics always results in negative outcomes for employees and the organization. Justify your answer on empirical and practical grounds.

(08 marks)

**(Total 20 marks)**

**Question No. 06**

- a) Explain the concept of organizational conflict, emphasizing the various forms of organizational conflicts.

(10 marks)

- b) Organizational conflict have positive as well as negative effects. Evaluate this statement and use examples to support your answer

(10 marks)

**(Total 20 marks)**

**Question No. 07**

- a) Briefly explain internal and external organizational environment and its impact over organization

(10 marks)

- b) “It is imperative that managers understand the significance of organizational culture in order to create the right environment within organizations.” Describing different cultural types and highlighting advantageous and disadvantageous of culture critically evaluate this statement

(10 marks)

**(Total 20 marks)**