



**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) – 2022

December – 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**

GreenTech Solutions is a small business that specializes in creating eco-friendly products. The company has three main product lines: Solar Panels, Energy-Efficient Appliances, and Eco-Friendly Packaging. Each product line serves different customers' needs and markets. As the business grows, it becomes difficult for the company to manage all the products under a single, centralized structure. Each product line requires unique marketing strategies, sales techniques, and technical expertise. The CEO, Sarah, is considering restructuring the company to better manage the complexity of the growing product lines. She wants each product division to operate independently but still works towards the overall company goals.

a) Draw the organizational structure that would best suit Green Tech Solutions, considering the unique needs of each product line.

(10 marks)

b) Explain why the selected organizational structure is the best choice for Green Tech Solutions.

(10 marks)

**(Total 20 Marks)**

**Question No. 02**

a) What are Inter organizational relationships?

(05 marks)

b) Briefly explain the following external growth strategies that businesses can use to expand and strengthen their operations

i. Strategic Alliances

ii. Joint Ventures

iii. Franchising and Licensing.

(15 marks)

**(Total 20 Marks)**

**Question No. 03**

a) What is a “collaborative network”?

(05 marks)

b) Explain the advantages and disadvantages of inter organizational relationships.

(15 marks)

**(Total 20 Marks)**

**Question No. 04**

a) Describe the stages of the organizational life cycle and explain the key characteristics of each stage.

(10 marks)

b) Discuss the challenges businesses face during the growth and maturity stages of the organizational life cycle. How can companies overcome these challenges to maintain competitiveness?

(10 marks)

**(Total Marks 20)**

**Question No. 05**

- a) Mr. Jagath, the managing director of Super Corner, is dissatisfied with the company culture. He therefore believes that it is time to alter the organization's culture. Describe the various factors that Mr. Jagath needs to consider in order to successfully alter the organizational culture.

(10 marks)

- b) What does "organizational environment" mean? Differentiate internal organizational environment from external organizational environment

(10 marks)

**(Total 20 Marks)**

**Question No. 06**

- a) Explain the most effective bases of power out of different power sources and describe how these power bases can be used productively?

(10 marks)

- b) How does organizational politics impact upon decision making in organizations?

(05 marks)

- c) Distinguish between Political Behavior and Effective Managerial Behavior.

(05 marks)

**(Total 20 Marks)**

**Question No. 07**

a) "At Suwasahana manufacturing Limited the sales representatives often argue with the production employees because promised orders are often behind schedule. The production employees claim that the sales representatives frequently fail to submit orders until they are already past due".

- What are the main sources of this type of interpersonal conflicts?
- Briefly explain how they can resolve these problems.

(10 marks)

b) Provide a proper analysis of conflicts based on the Traditional View, Human relation view and the Interactionist view.

(10 marks)

**(Total 20 Marks)**