



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) – 2015

April/ November – 2021

BMGT E2065 – Organizational Theory and Design

Time: Three (03) Hours

This paper carries 100 marks.

This examination paper is divided into two parts: Part I and Part II.

You must answer 04 questions, selecting the compulsory part I and any other 03 questions from part II.

Part I

Part I is compulsory.

- (01) Star company Pvt. Ltd is a small-scale garment manufacturing company with 30 sewing machine operators, 01 quality checker and another 04 employees for washing clothes, packaging, cleaning and to do extra work at the firm. These 04 employees have no specific assigned duty to be performed and they will carry out any work at the firm which is assigned by the company management. Therefore, the employees at the organization are frustrated as they have not assigned with duties as per their educational and professional qualifications. Their educational qualifications are as follows.

Employee 01 – passed G.C.E. Ordinary Level and has not participated for the G.C.E. Advanced Level

Employee 02 – Passed grade 08

Employee 03 – has sat for G.C.E. Advanced level but failed all the subjects

Employee 05 – Has gone only to grade 06

The management is carried out by the family members and all the managerial functions and decisions are taken by the management. The most influential matter which the company faces with is the variance of the decisions time to time and the centralized decision making. Though the employees have already requested to assign the duties as per the qualifications, the management is not changing the decisions that they have already taken. As the fashions are changing rapidly with the dynamic technology, the need of new blood with new decisions to the organization are highly required to reach the organizational goals. Therefore, an external consultant has been appointed to find out the lacking areas to be improved.

Identified issues by the consultant are as follows;

- Rigid centralized decision making of the management
- No external partner in the management
- No proper job allocations
- Employee conflicts due to different educational backgrounds
- Inadequate knowledge of the management
- Lack of communication on organizational goals among employees
- Improper job designing
- No proper environment analysis has been done
- No proper fashion designer in the organization
- No open door policy in the organization

With these identified issues, the company management wants to develop the organization in an appropriate way. You are required to provide most appropriate answers for the given questions in order to provide solutions for the company.

- a) As per the given case, develop a most suitable organizational structure for the organization as a pictorial answer.
(10 marks)
- b) Reason out the selected organizational structure delineating suggested five (05) organizational dimensions that the firm should be practiced with in attaining a development. (Ex: centralization, specialization..etc..)
(5 x 5 marks= 25 marks)
- c) Suggest a most suitable conflict resolving approach to keep the employee satisfied in the organization.
(05 marks)
- (Total 40 marks)**

Part II

- (02) a) Draw the organizational life cycle and briefly explain the each stage of the life cycle.
(10 marks)
- b) Explain the below mentioned “bureaucracy” concepts with an appropriate example.
i. Technical bureaucracy (05 marks)
ii. Professional bureaucracy (05 marks)
- (Total 20 marks)**
- (03) a) **“Organizational culture is highly influential on employee satisfaction.”** Do you agree with this statement? Rationalize your answer supporting the factors affecting on organizational culture.
(10 marks)
- b) Describe “management ethics” by highlighting the importance of managerial values.
(10 marks)
- (Total 20 marks)**

- (04) a) What is meant by “internationalization”?
(05 marks)
- b) Explain the relationship between internationalization and design of organizational structure.
(15 marks)
- (Total 20 marks)**
- (05) Describe five (05) environment forces which are highly influential on changing the organizational structure.
(4 marks x 5)
(Total 20 marks)
- (06) a) Why the successful organizations are highly important for a developing economy? Critically evaluate your answer.
(10 marks)
- b) Explain the Woodward’s classification on production systems and it’s importance for the organizations.
(10 marks)
- (Total 20 marks)**
- (07) Organization Technology plays a significant role in shaping the structure and design of an organization.
- a) State the main classification of organizational technology.
(05 Marks)
- b) Compare and Contrast Manufacturing and Service technology.
(05 Marks)
- c) Describe a model for explaining the implication of organizational technology on organizational structure and design.
(10 Marks)
- (Total 20 Marks)**

- (08) a) Define organizational effectiveness and state the criteria for assessing organizational effectiveness. (05 Marks)
- b) Briefly explain the system approach for organizational effectiveness. (05 Marks)
- c) Briefly Describe the Strategic Constituency approach for assessing organizational effectiveness. (10 Marks)
- (Total 20 Marks)**

