



Uva Wellassa University of Sri Lanka
Faculty of Science and Technology

2nd Year 1st Semester Examination – February/March 2012

Principles of Management - IIT-231-2

Time: Two (02) Hours



Instructions to candidates:

Index number:

No. of pages : Two (02)
No. of questions : Five (05)
Marks allocated : 100 Marks

Answer only three (03) questions including question no: one (01).

1.

i)

- a) Define the term "Management" and explain the management process of an organization. (08 marks)
- b) "Job of a manager is complex and multidimensional. As a result, managers are required to possess a range of skills". To which extent do you agree with this statement? Justify your answer with a brief explanation. (07½ marks)
- c) A manager has to play a diverse range of roles in an organization. Briefly explain this statement. (07½ marks)

ii)

- a) Define the concept of "Level 5 Leader". (05 marks)
- b) The models which explain the relationship between leadership style and specific situations are known as contingency approaches to leadership. Discuss how situational theory of Hersey and Blanchard explains the above matter. (12 marks)
- c) Leader's responsibility is to clarify the path to rewards for subordinates or to increase the value of rewards to enhance satisfaction and job performance. Explain this statement with reference to Path-goal theory. (10 marks)

2.

- i) Define the three generic strategies of Michael Porter. (04 ½ marks)
- ii) Briefly explain the types of grand strategies that a company can adapt. (07½ marks)
- iii) Explain how managers can use Boston Consultancy Group Matrix (BCG) in developing portfolio strategies. (13 marks)

3.

- i) Differentiate programmed decisions from non programmed decisions with adequate examples. (05 marks)
- ii) Differentiate between the four types of decision making situations. (08 marks)
- iii) Briefly explain the process of decision making with an example. (12 marks)

4.

- i) Explain how the variables of business environment influence the operations of an organization. (10 marks)
- ii) Explain how you can use the Five Forces Model of Michael Porter to assess the competition in a given industry. (15 marks)

5.

- i) Define the terms managerial ethics and ethical dilemma. (05 marks)
- ii) Briefly explain how a manager can contribute to develop an ethical organization. (05 marks)
- iii) Explain how you identify the social responsibility of an organization with examples. (15 marks)