



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate and Mid-career Development Unit

Master of Business Administration in International Business (2016/2018) Programme

Trimester I Examination – November, 2016

MBAIB 5103 Management Process and Practice

Three (03) Hours

Answer any FIVE (05) Questions

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1. i. “Improvement of productivity depends not only on financial incentives, but also on the results of social factors such as worker morale, satisfactory interrelationships between members of a workgroup, a sense of belongingness and effective management”.

Discuss the above statement in the light of theory of scientific management and human relation movement.

(10 Marks)

- ii. “Japanese management practices are unique and culture-bound”.

What are the special features of Japanese management practices when compare to that of western management practices? To what extend can Sri Lanka have any lessons from Japanese management for local practices?

(10 Marks)

(Total 20 marks)

2. i. Explain major elements typically making up an organization task environment. Explain your answer by selecting an organization which you are familiar.

(10 Marks)

ii. What are the methods available for an organization to adopt to their environment?

Elaborate each method with the use of an appropriate example.

(10 Marks)

(Total 20 marks)

3. i. "For the most part, the individual decision making taken place in organizations is an irrational process". Do you agree with the above statement? Elaborate your answer.

(06 Marks)

ii. Have you ever increased your commitment towards an action which is already got failed if so, explain the follow-up decision to increase your commitment and explain why did you behave as you did.

(07 Marks)

iii. Describe the factors which can influence the effective decision making of managers in organizations.

(07 Marks)

(Total 20 marks)

4. "In today's business environment, the Health and Safety Management plays a major role. It is very critical for managers to play a big role on health and safety risk management and failures in this area will significantly affect the business/organizations. As managers representing the employer, we should provide a safe environment for our employees to work. All workers are entitled to work in environments where risks to their health and safety are properly controlled. Under health and safety law, the primary responsibility for this rests with the employers, but Workers too have due responsibility to take care of their own health and safety and that of others who may be affected by their actions at work. Therefore two-way interaction between the employee and the employer will play a major part in achieving the accident free environment at any organization which named as "Employee Engagement".

i. Explain why it is important to focus on managing safety for organizations to create and maintain a safer work place (an accident free environment) from Health and Safety point of view.

(10 Marks)

ii. Write a proposal for your senior management team highlighting the ways in which the “employee engagement” can be achieved to drive an accident free environment at your organization /work place.

(10 Marks)

(Total 20 marks)

5. i. “The Boston Consulting group’s product portfolio matrix (BCG) has designed to help with long-term strategic planning, to help a business consider growth opportunities by reviewing its portfolio of products to decide where to invest, to discontinue or develop products”.
- Select an organization with a portfolio of different businesses or products and evaluate its portfolio by using BCG matrix.

(10 Marks)

- ii. “Organizational structure should match with organization’s strategy, size of the organization, technology and environmental uncertainty”.

Do you agree with above statement? Justify your answer by taking examples from your own organization or an organization well known to you.

(10 Marks)

(Total 20 marks)

6. Not all companies currently subscribe to the principles of corporate sustainability, and it is unlikely that all will, at least not voluntarily. However, a significant number of companies have made public commitments to environmental protection, social justice and equity, and economic development. This number continues to grow. This trend will be reinforced if shareholders and other stakeholders support and reward companies that conduct their operations in the spirit of sustainability (IVEY Business Journal March/April, 2003).

In every organization, there are Typical Business Priorities such as revenue increase, expense reduction, profit making, leadership quality, governance, regulatory compliance so and so on.

Critically evaluate the benefits of incorporation of ‘sustainable practices’ to Typical Business Priorities and explain how to create a competitive advantage over that to beat competitors at the market.

(20 Marks)

7. i. "Understanding motivation requires understanding how to manage diversity. Every employee has his or her own background, beliefs, attitudes, values and ways of thinking. One might be motivated by financial rewards, another by perks, still another by job quality".

By referring the expectancy theory, and taking examples from the organization you are working for, develop guidelines for motivating middle level managers.

(10 Marks)

- ii. "Authentic leaders establish trusting relationships with people throughout their organizations. The rewards of these relationships, both tangible and intangible, are long lasting"

Briefly discuss the meaning of the term 'authentic leader' and explain the steps a person should follow to be an authentic leader.

(10 Marks)

(Total 20 marks)

8. 'Outsourcing' has become a widely used business strategy in the current business world. Thus, organizations should ensure that they are ethical in transferring the processes to third parties.

- i. Explain the stages and factors which should be considered by an organization when preparing for outsourcing.

(10 Marks)

- ii. Explain with the use of appropriate examples, ethical principles associated with outsourcing in organizations.

(10 Marks)

(Total 20 marks)

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