

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level I – Semester IV)

Examination – December 2018

BBA 2302 Organization Theory and Design

Three (03) hours

Answer any Four (04) questions.

1. “Organizational life cycle is a useful way to think about organizational growth and change.”

i. Briefly explain Greiner’s Model of organizational growth, highlighting each point of crisis.

(05 Marks)

ii. Give examples of at least two (02) organizations that can be categorized into each stage of organizational life cycle. Justify your answer.

(20 Marks)

(Total: 25 marks)

2. “Diverse organizations utilize diverse measures of Organizational Effectiveness.”

i. What are the diverse measures of organizational effectiveness available for organizations?

(05 Marks)

ii. Explain with examples of the most appropriate measure of organizational effectiveness for the following organizations.

a. Hospitals

b. Police departments

c. Hotels

d. Universities

e. Airlines

(20 Marks)

(Total: 25 marks)

3. "Decline and death is at times an inevitable outcome for organizations."

- i. Name the five (05) stages of Weitzel and Jonsson's Model of organizational decline.

(05 Marks)

- ii. Discuss the above five (05) stages using examples of organizations in Sri Lanka that have declined or dissolved.

(20 Marks)

(Total: 25 marks)

4. "Understanding the dynamic relationship between an organization and its environment is vital for any business to survive and prosper."

- i. Explain in detail the intra-organizational, inter-organizational and domain-choice strategies used by organizations in Sri Lanka in managing their external environment. You are expected to make reference to real organizations in Sri Lanka for this explanation.

(15 Marks)

- ii. Compare and contrast the following two theories of organizational environment:

- a. Resource Dependence Perspective

- b. Population Ecology Model

(10 Marks)

(Total: 25 marks)

5. "Organization theorists constantly find new ways to appreciate, understand and explain organizations."

- i. Describe how organizational theorists understand and explain organizations using a modern perspective.

(05 Marks)

- ii. Explain how a systems approach is used to evaluate market elements which affect the profitability of a business using appropriate examples.

(20 Marks)

(Total: 25 marks)

6. "Organizational chart is the visual representation of an organization's structure."

- i. Explain the importance of structure to an organization. Describe four (04) factors that influence structural decisions of an organization.

(15 Marks)

- ii. Compare and contrast between mechanistic and organic structures using examples.

(10 Marks)

(Total: 25 marks)

7. "A well-designed organization ensures that the form of organization matches its purpose or strategy and meets challenges posed by business realities."

- i. Describe four (04) key elements of organizational design.

(10 Marks)

- ii. Justify the above statement using appropriate examples from either local or foreign organizations.

(15 Marks)

(Total: 25 marks)