

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level II - Semester VI)

Examination - November 2018

MOS 2304 - Organization Structure and Design

Three (03) Hours

Answer Any FIVE (05) questions.

Part – I and **Part – II** should be answered in separate answer booklets and handed over separately to the supervisor.

Part - I

1. i. Describe the six (06) structural dimensions of an organization.

(12 Marks)

ii. Analyse any two (02) types of organizational configuration with relevant examples.

(08 Marks)

(Total 20 marks)

2. i. Based on the competitive edge, an organization can adopt its own strategy. Explain in detail the Four (04) Competitive Strategies of Michael Porter with relevant examples.

(12 Marks)

ii. Briefly explain any two (02) organizational structures and their strengths and weaknesses. (The two structures carry equal marks).

(08 Marks)

(Total 20 marks)

3. "Milky Magic" is a large firm that produces milk chocolates and other confectioneries in Sri Lanka. The firm now plans to introduce a new product called "Vita Kiri", which is a nutritious milk product that will be produced in vanilla and chocolate flavours.

You are required to conduct a comprehensive Five Forces Analysis for the product "Vita Kiri" by critically assessing each force and commenting on the feasibility of launching the product in the Sri Lankan market.

(20 marks)

Part – II

4. i. State the stages of life cycle of an organization.

(02 Marks)

ii. Describe the organization characteristics during the stages of life cycle.

(08 Marks)

iii. Explain Weber's dimensions of bureaucracy and bases of organizational authority.

(10 Marks)

(Total 20 marks)

5. i. State and explain the sources of intergroup conflicts.

(06 Marks)

ii. Explain the vertical and horizontal sources of power in an organization.

(14 Marks)

(Total 20 marks)

6. i. How do you handle technological change through organizational structure?

(06 Marks)

ii. Describe a horizontal coordination model for innovation.

(06 Marks)

iii. "Achieving competitive advantage depends on the quicker response to environmental changes". Discuss a suitable structure and design for a medium size manufacturing organization that should facilitate to be responsive to environmental changes.

(08 Marks)

(Total 20 marks)
