



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF GRADUATE STUDIES

Postgraduate Diploma in Business Management (Semester 1) Examination -
September, 2020

PGDBM-5104 Management Process and Practices

Three (03) Hours

Answer only **Four (04)** questions.

This paper consists of 07 questions printed on 03 pages.

1. i. According to Mintzberg managerial role approach, executives do not perform the classical managerial functions, instead, they engage in a variety of other activities (roles). Identify and explain the ten roles of this study. (10 marks)
- ii. State the three key managerial skills and explain how these skills differ in the organizational structure? (06 marks)
- iii. Identify the four key factors of external environment and select one of these factors and explain how it influence on organizational performance. (09 marks)

(Total 25 Marks)

2. i. Describe the major characteristics of scientific management and discuss the main drawback of this theory. (09 marks)
- ii. Briefly describe the six factors of Weber's Ideal Bureaucracy. (06 marks)
- iii. Define the organizational culture and describe the way in which the organization could influence the employee's values and beliefs. (10 marks)
- (Total 25 Marks)**

3. i. Explain briefly the relationship between planning and organizational Performance (06 marks)
- ii. Outline the steps in Strategic Planning process and explain one of the steps in detail. (10 marks)
- iii. Explain how Management by Objective differ from Traditional Goal Setting. (09 marks)
- (Total 25 Marks)**

4. i. 'Managers will be faced with different types of problems and decisions as they do their jobs. Depending on the nature of the problem, the manager can use different types of decisions. Identify and define major two types of decisions and describe characteristics of one of them. (08 marks)
- ii. Identify and briefly describe the decision-making process. (08 marks)
- iii. Recognize the common decision-making errors and biases. (09 marks)
- (Total 25 Marks)**

5. i. Explain the concept of motivation and how an effective manager take advantage of motivation. (06 marks)
- ii. Compare and contrast the Maslow and Herzberg theories of Motivation and on what grounds has the Herzberg theory been criticized? (10 marks)
- iii. Explain the concept of equity theory and discuss on what ways the perceived inequity can be reduced by employees. (09 marks)
- (Total 25 Marks)**

6. i. Discuss how trait theory can influence on the success of leadership. (07 Marks)
- ii. "Hersey and Blanchard's Situational Leadership Theory argues that successful leadership is achieved by selecting the right leadership style which is contingent on the level of the followers' readiness and acceptance". Briefly describe their four specific leadership styles and four stages of follower readiness. (18 marks)
- (Total 25 Marks)**

7. Answer any **Five (5)** of the following:

- i. Explain the concept of emotional intelligence.
- ii. Identify and define different types of departmentalization.
- iii. Identify and briefly explain the different types of contemporary organizational designs
- iv. Identify the three major influences on the perception process.
- v. Explain the attribution theory in organizational point of view.
- vi. Briefly explain the five perceptual errors
- vii. Describe briefly two major contributing factors of personality.
- viii. Compare Type 'A' personality Vs Type 'B' personality

(Total 5x5 = 25 Marks)