

# UNIVERSITY OF COLOMBO, SRI LANKA

## FACULTY OF MANAGEMENT & FINANCE

Bachelor of Business Administration (Level II Semester V) Examination

July 2017

**MOS 2301 - Organisational Culture and Management**

**Three (03) Hours**

**Answer all Questions**

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- 1, "What sets primates apart from other animals is their intelligence. Human achievements during the Stone Age set humans off on a distinct evolutionary course and making culture their primary survival strategy."

i. Define the term organizational culture.

(03 Marks)

ii. Briefly describe the levels of organizational culture as per Edgar Schein.

(09 Marks)

iii. Explain the five common components of organizational culture.

(08 Marks)

**(Total 20 marks)**

- 2, i. Identify the functions of an organizational culture.

(05 Marks)

ii. Briefly describe constructive, passive and aggressive types of organizational culture with examples.

(09 Marks)

iii. Compare adaptive and non-adaptive organizational culture.

(06 Marks)

**(Total 20 marks)**

- 3, "TQM implementation has been achieved within a Sri Lankan public hospital alongside an attempt to change its core cultural values." [Kaluarachchi. KASP(2009), Successful TQM Implementation in Sri Lankan Public Hospitals *Annals of Business Administrative Science*, 8 55-74].

i. Discuss how CSHW Managed the process of its cultural change with the help of its leadership as mentioned in the above research article..

(14 Marks)

- ii. Explain the importance of communication as a transmission tool in an organization.  
(06 Marks)

**(Total 20 marks)**

- 4, i. Describe the model of organizational culture as mentioned in Harrison (1993).

(10 Marks)

- ii. Discuss the advantages and disadvantages of a power culture.

(10 Marks)

**(Total 20 marks)**

5. Write short notes on the following.

- i. Strong culture
- ii. Culture and organisational leadership
- iii. Fit perspective
- iv. Role culture

**(4X05=20 Marks)**

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