



**UNIVERSITY OF RUHUNA**  
**FACULTY OF GRADUATE STUDIES**

No. of Pages: 04  
No. of Questions: 07  
Total Marks: 60

**PDBA/MBA 103 – Management and Organizational Analysis**

**Master of Business Administration Degree Programme**

Duration: Three Hours

**End Semester Examination - Part I Semester I - November 2018**

- Answer 05 questions only

(1) Read the Case Titled “ELECTRA-QUICK” and answer the questions given below.

**ELECTRA-QUICK**

Barbara Russell, a manufacturing vice president, walked into the monthly companywide meeting with a light step and a hopefulness she hadn't felt in a long time. The company's new, dynamic CEO was going to announce a new era of empowerment at Electra-Quick, 80-year-old, publicly held company that had once been a leading manufacturer and retailer of electrical products and supplies. In recent years, the company experienced host of problems: market share was declining in the face of increased foreign and domestic competition; new product ideas were few and far between; departments such as manufacturing and sales barely spoke to one another; morale was at an all-time low, and many employees were actively seeking other jobs. Everyone needed a dose of hope.

Martin Griffin, who had been hired to revive the failing company, briskly opened the meeting with a challenge: "As we face increasing competition, we need new ideas, new energy, and new spirit to make this company great. And the source for this change is you -each one of you." He then went on to explain that under the new empowerment campaign, employees would be getting more information about how the company was run and would be able to work with their fellow employees in new and creative ways. Martin proclaimed a new era of trust and cooperation at Electra-Quick. Barbara felt the excitement, stirring within her; but as she looked around the room, she saw many of the other employees, including her friend Harry, rolling their eyes. "Just another pile of corporate crap," Harry said later. "One minute they try downsizing, the next reengineering. Then they dabble in restructuring. Now Martin wants to push empowerment. Empowerment isn't a substitute for hard work and a little faith in the people who have been with this company for years. We made it great once, and we can do it again. Just get out of our way." Harry had been a manufacturing engineer with Electra-Quick for more than 20

years. Barbara knew he was extremely loyal to the company, but he and a lot of others like him were going to be an obstacle to the empowerment efforts.

Top management assigned selected managers to several problem-solving teams to come up with ideas for implementing the empowerment campaign. Barbara loved her assignment as team leader of the manufacturing team, working on ideas to improve how retail stores got the merchandise they needed when they needed it. The team thrived, and trust blossomed among the members. They even spent nights and weekends working to complete their report. They were proud of their ideas, which they believed were innovative but easily achievable: permit a manager to follow a product from design through sales to customers; allow salespeople to refund up to Rs.500 worth of merchandise on the spot; make information available to salespeople about future products; and swap sales and manufacturing personnel for short periods to let them get to know one another's jobs.

When the team presented its report to department heads, Martin Griffin Was enthusiastic. But shortly into the meeting he had to excuse himself because of a late-breaking deal with a major hardware store chain. With Martin absent, the department heads rapidly formed a wall of resistance. The director of human resources complained that the ideas for personnel changes would destroy the carefully crafted job categories that had just been completed. The finance department argued that allowing salespeople to make Rs.500 refunds would create a gold mine for unethical customers and salespeople. The legal department warned that providing information to salespeople about future products would invite industrial spying.

The team members were stunned. As Barbara mulled over the latest turn of events, she considered her options: keep her mouth shut; take a chance and confront Martin about her sincerity in making empowerment work; push slowly for reform and work for gradual support from the other teams; or look for another job and leave a company she really cared about. Barbara realized there would be no easy choices and no easy answers.

### Questions

(A) How might top management have done a better job in changing Electra-Quick into a new kind of organization? What might they do now to get the empowerment process back on track?

(08 Marks)

(B) Can you think of ways Barbara could have avoided the problems her team faced in the meeting with Department Heads?

(08 Marks)

(C) If you were Barbara Russell, what would you do now? Why?

(04 Marks)

(Total 20 Marks)



him-

(2)

- (A) Why do employees at work resist to change? How do you overcome resistance to change?  
(04 Marks)
- (B) "Any organization is subject to pressure for changes that come from many sources". Discuss.  
(03 Marks)
- (C) According to Kurt Levin's Model, planned change is three steps process. Explain with examples.  
(03 Marks)
- (Total 10 Marks)

(3)

- (A) "Some individual managers can maximize his /her power relative to others within the organization". Explain strategies that could be used to minimize power of managers.  
(04 Marks)
- (B) Do you think that workplace today is stressful than earlier? Give your Comments on this statement.  
(03 marks)
- (C) Is it possible to change an existing culture in an organization? If not, Why? If yes, How? Explain your idea with examples.  
(03 marks)
- (Total 10 Marks)

(4)

- (A) Outline the basic principles for ethical management. Suppose that you have just been appointed to a top-level executive position in an organization. How do you use these principles to prevent unethical practices in the organization?  
(05 marks)
- (B) "Most social scientists would agree that both inherited and environmental factors are important in personality development process". Critically evaluate this statement.  
(03 marks)
- (C) "To be a highly successful manager must have Type A Personality traits" Do you agree or not? Give reasons with examples.  
(02 Marks)
- (Total 10 marks)

(5)

(A) "Under Present day economic, social, and cultural factors and nature of work setting, Two Career Life-style is so important". Do you agree or not? Justify your answer with examples.

(04 Marks)

(B) How can family maximize the advantages and minimize risks associated with the Two Career Life? Explain your answer with examples.

(03 Marks)

(C) How does an organization response to Work-family issues? Describe with an example.

(03 Marks)

(Total 10 Marks)

(6)

(A) "Different leadership theories exist to explain diverse perspectives". Compare and contrast Trait and Behavioural leadership theories.

(04 Marks)

(B) "How can managers blend the guidelines for making effective decisions in today's world with the rationality and bounded rationality models of decision making? Explain.

(03 Marks)

(C) Suppose that you are a manager of an organization and has been formed a team to design a new product to the market. What factors do you think as important to enhance the performance and satisfaction of team members?

(03 Marks)

(Total 10 Marks)

(7) Write short notes on 04 of followings

- (i) Max Weber's bureaucratic model
- (ii) Social responsibility and Social responsiveness
- (iii) Organizational communication networks
- (iv) Transactional leader and Transformational leader
- (v) Hofstede's Framework for Assessing Culture
- (vi) Balanced Score Card

(Each carries 2.5 Marks = Total 10 Marks)

\*\*\*\*\*