



UNIVERSITY OF RUHUNA
FACULTY OF POST GRADUATE STUDIES

POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION/
MASTER OF BUSINESS ADMINISTRATION

PART I - FIRST SEMESTER END EXAMINATION – FEBRUARY 2021

PDBA/MBA 103- MANAGEMENT & ORGANIZATIONAL ANALYSIS

(60 MARKS)

Time: 3 hours

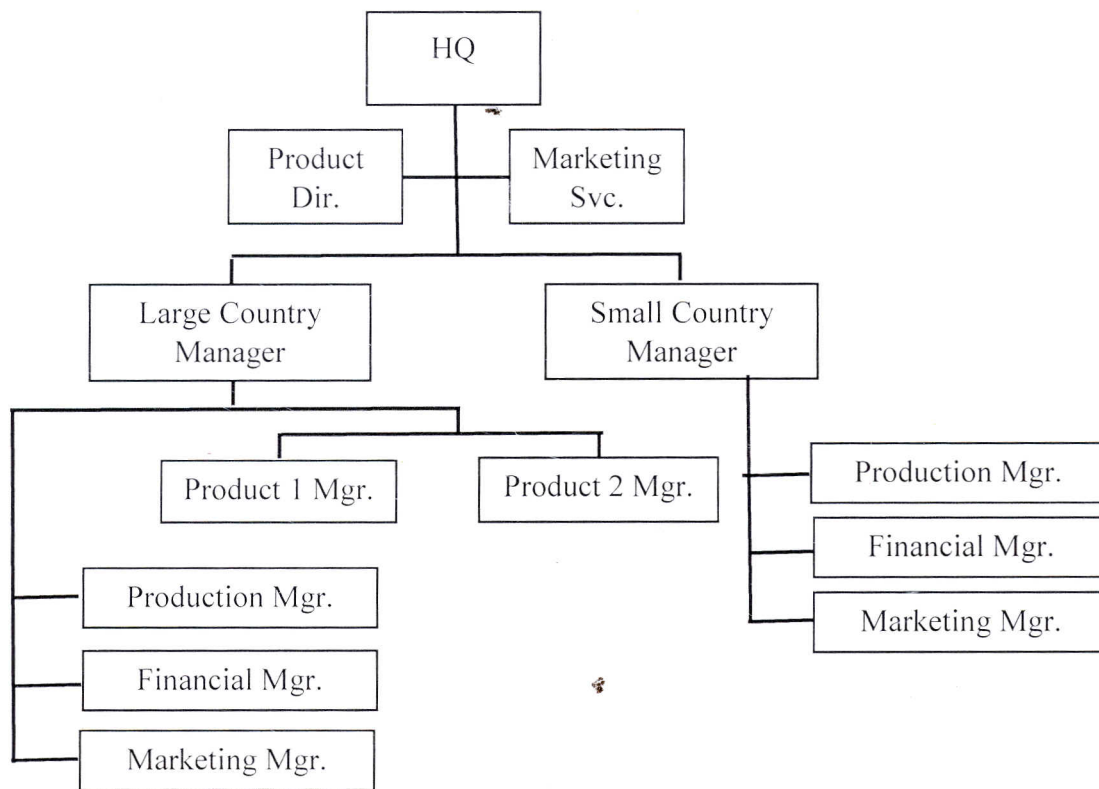
INSTRUCTION:

1. Answer five (05) questions including question number 01 .
2. The Candidate is responsible for legibility of writing.
3. Answer should be to the point, and will be rated on criteria such as logical presentation, clarity of definitions, use of practical examples, analytical capacity and innovative rationality.
4. Marks are allotted as indicated against each question.

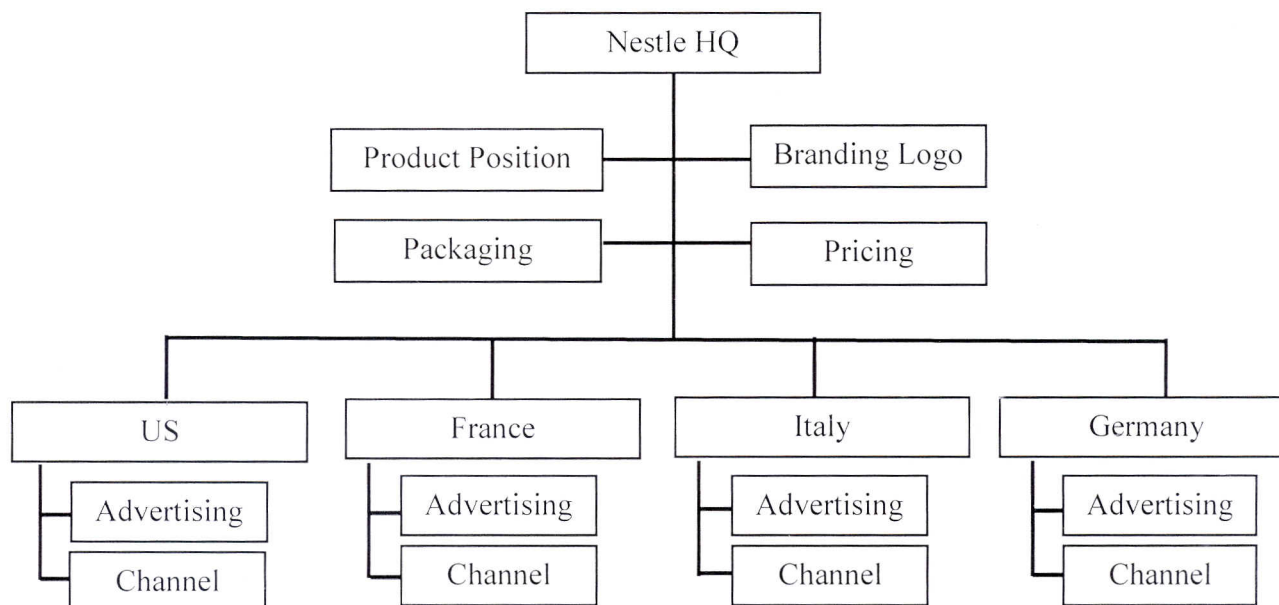
1. In 1986 Anglo Swiss Condensed milk company setup the first European condensed milk factory in Switzerland. Now it is functioning with the vision “To be the world’s leading Nutrition Health and Wellness company, and the industry reference for financial performance, trusted by everyone.”

It has its own brands such as Nescafe, Maggi, Milky bar, Milo, Kit Kat, Bar-One, Milkmaid and Nestea. The company has also introduced products of daily consumption and use, such as Nestle Milk, Nestle Slim Milk, Nestle Fresh Natural Dahi and Nestle Jeera Raita. Those brands are very famous in Sri Lanka. This company followed different organizational structures from time to time with the business expansions. This company is functioning in many countries among those countries Sri Lanka, India, Italy, German, France, USA, Canada, Australia is some of them. The following two structures are examples.

Nestlé Organizational Structure in 1983

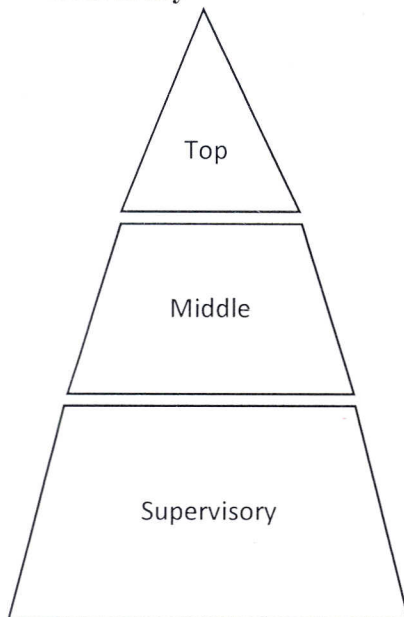


Nextel Current Organizational Structure



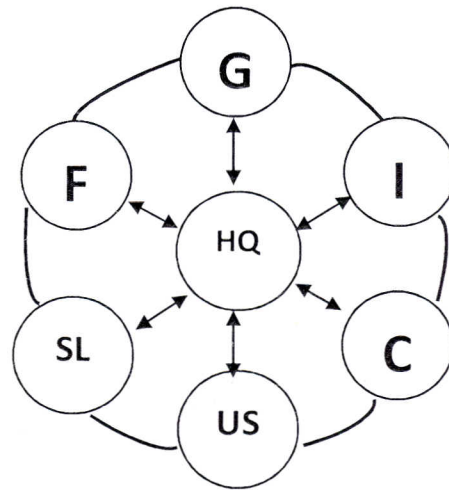
When considering the coordination and controlling system of Nestle it has moved from Hierarchy commended system to Network and cross border/ cross functional system.

Hierarchy



to

Network



Moreover, their world class research laboratories require the strong coordination of resources, activities, product offerings, integration of different business units. The company always following grater consumer services through emerging integration using new technology-based communication. All Through this strategy company wanted to maintain high level of local responsiveness with high level of global integration.

Based on above case

- i. Analyze development of organization structure of Nestle Company?
(05 arks)
- ii. Analyze coordination and controlling systems of Nestle Company by giving special reference to their orientation?
(05 arks)
- iii. Evaluate the Nestle Cross Functional/Cross Border organizational system considering Mechanistic and Organic organization concepts?
(05 arks)

iv. Discuss the organizational design challenges facing by managers today in Nestle Company?

(05 Marks)

(Total marks 20)

2. The ultimate purpose of any economy is to maintain and deliver the better standard of living to the people who are living in that economy. When achieving this purpose Government, the public and the private sector organizations need to enhance level of wellbeing by providing facilities to fulfill their needs and wants. In Sri Lankan context one can see either the public or the private sector organizations are not equally successful in delivering better standard of living and enhancing wellbeing of the nation. Lack of management is very crucial factor among the reasons for this situation.

Do you agree with above statement, Discuss your answer with examples?

(Marks 10)

(Total Marks 10)

3. Organization culture controls organizational members' interaction with each other and with the people outside the organization. And it can be used as one of the major sources of getting competitive advantages with increasing the effectiveness of the organization.

i. Define Organization Culture?

(Marks 02)

ii. Describe the signs of organizational culture and how managers can inculcate strong culture when such organizations have weak culture?

(Marks 03)

iii. How culture and organizational environment effect on managerial decision making process of the organization? Analysis with examples,

(Marks 05)

(Total Marks 10)

4.

- i. Some employees resist change while others welcome changes enthusiastically. How do you deal with this situation?

(Marks 04)

- ii. "Any organization is subjected to pressures from change that can come from different sources" Discuss.

(Marks 03)

- iii. "According to Kurt Lewin, Planned organizational changed is a three-step process" Explain with examples.

(Marks 03)

(Total Marks 10)

5.

- i. Assume that you are a Head of Human Resource Management Department. You need to enhance your power structure. What strategies you propose to do it.

(Marks 04)

- ii. Do you think the workplace today is more stressful than it was in the 10 years back? Support your opinions.

(Marks 04)

- iii. Select most suitable motivational theory which can be used to motivate your employees in your organization. Your selection and suitability should be justified with examples.

(Marks 02)

(Total Marks 10)

6. "Bass (1985) defined a transformational leader as one who motivates followers to do more than they originally expected to do."

Explain the main characteristics of a transformational leader highlighting the importance of each factor.

(Marks 10)

(Total Marks 10)