



**University of Ruhuna- Faculty of Technology**  
**Bachelor of Engineering Technology/ Bachelor of Information and Communication**  
**Technology/ Bachelor of Biosystems Technology Honours Degree**  
**Level 1 (Semester II) Examination, November 2025**  
**Academic year 2023/2024**

**Course Unit: TCS 1212 Fundamentals of Management (Written)**

**Duration: 2 hours**

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- The paper contains five (05) questions.
  - **Answer only four (04) questions.**
  - Answers should be written in English in the booklet provided.
  - Always start a new question on a new page.

### Question 01

- i) What is meant by an organization? (5 marks)
  - ii) Why is it important to study the historical evolution of management theory when learning modern management practices? (10 marks)
  - iii) List the components of the business environment and explain how an organization can adapt effectively to environmental changes. (10 marks)
- (25 marks)**

### Question 02

- i) Identify and briefly explain the steps involved in the planning process. (5 marks)
  - ii) Explain the concept of an informal organizational structure and discuss its benefits to an organization. (10 marks)
  - iii) Explain the meaning of 'objectives' in management and discuss how the SMART criteria can be applied to formulate effective objectives. (10 marks)
- (25 marks)**

### Question 03

- i) List the traits of effective leaders. (5 marks)
  - ii) Discuss the importance of leadership in an organization when achieving organizational goals and objectives. (10 marks)
  - iii) What are the reasons for resistance to organizational control, and how can managers overcome it? (10 marks)
- (25 marks)**

**Question 04**

- i) Briefly explain two (02) decision-making conditions. (5 marks)
- ii) Explain the concept of organizational culture and discuss its importance in an organization. (10 marks)
- iii) "Corporate Social Responsibility (CSR) is not always genuine". Explain this statement with suitable reasons. (10 marks)

**(25 marks)**

**Question 05**

Explain briefly any five (05) of the following.

- i) Porter's five competitive forces
- ii) Management by objectives (MBO)
- iii) Democratic or Participative leadership
- iv) Social responsibility
- v) Sustainability
- vi) Workforce diversity (5 marks each)

**(25 marks)**

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