



**Institute of Human Resource Advancement (IHRA)  
University of Colombo, Sri Lanka**

**Master of Science in Service Management Course No.06  
1<sup>st</sup> Trimester Examination**

**(Held in August, 2020)**

**MSM 5133 – Management Process**

**Instructions to the Candidates**

- (1) This paper consists seven (07) questions and three (03) pages.
- (2) **Answer only for five (05) questions.**
- (3) Write your Index Number on all pages of answer scripts.
- (4) Time allocated for the examination is Three (03) hours.
- (5) Tie up all answer sheets at the end of the examination.
- (6) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.

1. Modern business is dynamic. If there is any single word that can best describe today's business, it is change. This change makes the companies spend substantially on Research and development (R & D) to survive in the market.

- i. **Explain** the importance of environmental analysis for a business organization.

(10 Marks)

- ii. Top managers need strong *conceptual skills*, while those at midlevel need good *interpersonal skills* and those at lower levels need *technical skills*.

**Justify** your answer with appropriate examples.

(10 Marks)

(Total 20 marks)

2.

- i. "Planning provides a rational approach for achieving predetermined objectives. All members, therefore, need to work towards achieving organizational goals".

**Discuss** the role of communication in the process of planning in achieving organizational goals.

(10 marks)

- ii. Management first identifies its *purposes*, creates a *mission statement*, and defines its *core values*.

**Explain** the terms in italics.

(10 Marks)

(Total 20 marks)

3.

- i. "Adaptive behaviour within the organization that leads to new belief systems. This new and adaptive behaviour instilled through organizational values and beliefs are associated with rituals, myths and symbols to reinforce the core assumptions of organizational culture". (Hofstede,1991)

**Evaluate** the above statement.

(10 Marks)

- ii. **Discuss** the challenges of cultural diversity in organization.

(10 Marks)

(Total 20 marks)

4. i. "leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor that binds a group together and motivates it towards goals." (Keith Davis, 1975, p.124.)

**Evaluate** the above statement.

(08 Marks)

- ii. **Discuss** the *Hersey and Blanchard's* situational theory of Leadership Style.

(08 Marks)

- iii. **Describe** the roles of leadership with suitable examples.

(04 Marks)

**(Total 20 marks)**

5. i. "A man's prestige in other words is how he expects to be treated and it has therefore a definite effect on how comfortably, conveniently and efficiently he can expect to get along in the life. Prestige is conferred by the society and not elected by an individual to suit his taste. High prestige is often as much a matter of low status people wanting to put someone on a pedestal or platform". -Saul W Gellerman

According to your view how status or prestige motives handled in your organization?  
**Describe** with examples.

(10 Marks)

- ii. **How** an organization utilizes *Job design* to motivate its employees? Discuss with examples.

(10 Marks)

**(Total 20 marks)**

6. i. **Discuss** the process of "group development".

(06 Marks)

- ii. **Why** norms are enforced? Explain with examples.

(06 Marks)

- iii. **Discuss** the roles of different types of teams.

(08 Marks)

**(Total 20 marks)**

7. Write **short notes** on the followings.

- i. Supportive and directive leadership
- ii. Action plan and operational strategies
- iii. Interpersonal and technical skills
- iv. Halo affect and stereo typing.

(05X04=20 Marks)

