

EASTERN UNIVERSITY, SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
FIRST EXAMINATION IN DIPLOMA IN BUSINESS ADMINISTRATION
(REPEAT) 1999/2000
(EXTERNAL PROGRAM)

DBA 105 Process and Perspective of Management

Time: 03 hours

Answer any five questions

01. "Management is the process of Planning, Organizing, Leading and Controlling the limited Human and Physical Resources efficiently and effectively in achieving Organizational Objectives. However, in managing the organizations in today's business environment managers have to face many challenges."
- (a) Briefly explain the difference between "Efficiency" and "Effectiveness".
(06 marks)
- (b) Describe the **challenges** the managers have to face in today's business environment, citing appropriate examples.
(10 marks)
- (c) What are the main core-concepts of management?
(04 marks)
02. "Both written and verbal Communication are futile if they are not effective. Therefore, business communicators should be very cautious about the selection of a clear message and an appropriate media of communication."
- (a) List the conditions that should be present in an "Effective Communication".
(04 marks)
- (b) Describe the **factors** that should be considered before selecting an appropriate media of communication.
(06 marks)
- (c) Compare the **advantages** of using written communication as against verbal communication.
(10 marks)

03. "Main duty of the manager today is know about how to motivate the employees in an organization."
- (a) Describe the relationship between needs, satisfaction, motivation and performance in an organization. (06 marks)
- (b) Describe how the findings of McGregor's "**Theory X and Y**" could be applied to lead people in an organization. (08 marks)
- (c) Compare **Maslow's** needs theory with **Herzberg's** two factor theory. (06 marks)
04. "According to the behavioural approach to leadership, a person's style of leadership is the pattern of behaviour he/she exhibits in carrying out the leadership activities."
- (a) What are the main activities involved in leading people in organizations. (04 marks)
- (b) State how a boss-centred leadership behaviour differs from a subordinate-centred leadership behaviour with respect to Decision-making, Communication and Motivation. (06 marks)
- (c) "**All leaders are not managers and all managers are not leaders**". Explain this statement with example. (10 marks)
05. "Personal Entrepreneur Characteristics (PECS) determine the success or failure of the business."
- (a) List out the Personal Entrepreneur Characteristics. (04 marks)
- (b) What are the contributions of the small business to the nation's development? Explain. (05 marks)

(c) What are main reasons for the failure of small businesses in Sri Lanka?

(05 marks)

(d) Explain "SWOT Analysis"?

(06 marks)

(a) Explain the differences between programmed and non programmed decision making?

(10 marks)

(b) List and describe the five basic steps in decision making?

(10 marks)

(a) Define the term delegation, and explain the differences among responsibility, accountability and authority?

(10 marks)

(b) Define the term "organizing", identify the four elements of organizing and discuss why organizing is important to effective managing?

(10 marks)

(a) Write short notes on the following

- a) Management by objectives (MBO)
- b) Total quality management (TQM)
- c) Management functions
- d) Forecasting

(4 X 5 =20marks)

