

**SOUTH EASTERN UNIVERSITY OF SRI LANKA****FIRST (REPEAT) EXAMINATION IN BACHELOR OF SCIENCE IN  
INFORMATION TECHNOLOGY FOR MANAGEMENT STUDIES – 2008/2009****SEMESTER – I, JUNE – 2010****ITMS 1113R Principle of Management****Answer all questions.****Time: 03 Hours**

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01. Read the following case and answer the questions below it:

**Productivity Improvement through Structural Changes**

The 'office system' at Alpha Company Ltd. is very conservative, slow and bureaucratic. Employees in the office are taking undue advantage of the inadequate infrastructure, delayed decision-making process and unhealthy environment in the office. They do not show any interest in the routine activities, except working in emergencies. The office-in-charge, Mr. Rodrigo finds himself unable to guide or control his subordinates.

It has been observed that a lot of office-space is wasted. Transferency in Office-transactions is also absent. The office methods including filling, documentation, communication etc. are very old and time-consuming.

Mr. Rodrigo feels that his office requires an overall restructuring. The office structure, system and method, employees, facilities etc should undergo a total change. This restructuring would require support from the top bosses, financial provisioning, active participation of the subordinates' etc. it is a process of attitudinal change with radical change in 'work philosophy'. This change will have to be effected gradually, without affective the present momentum of work.

'Process re-engineering' has to be carried out for all the operations. This would include fresh job study and method study. This would also require linking up 'office system' with the over all objectives and style of functioning of the organization. Making the system dynamic and flexible requires the positive outlook of the employees.

An innovative method of carrying out office responsibilities has to be found out. These methods should be time-effective and cost-effective. Small and big suggestions from the employees should be accepted and duly implemented. The employees' creativity in modifying the 'office system' should be properly encouraged and rewarded.

**Questions:**

a) What do you mean by “change”?  
(05 Marks)

b) ‘Process re-engineering’ and ‘restructuring’ are some methods for change management. Are these methods applied radically or gradually? Justify your answer.  
(08Marks)

c) Some subordinates have been suggesting that, the electronic office is the innovative method of ‘office system’ for this situation. If you were Mr. Rodrigo, how do you accept and implement this change? Explain.  
(12 Marks)  
**(Total 25 Marks)**

02. a) Management is a specialized form of leadership, in terms of Mintzberg’s ten managerial roles. Describe how a manager would use to play these roles to improve their subordinates’ skills.  
(10 Marks)

b) Briefly explain the characteristics of industrial revolution which created the market and money transaction in the early era of management.  
(05 Marks)  
**(Total 15 Marks)**

03. a) “Setting goals and formulating plans are very important activity for an organization, because there are some purpose”. Explain the purpose of goals and plans in brief.  
(06Marks)

b) Explain the two side barriers of delegation of authority.  
(08 Marks)

c) Explain the ‘HELP SCORES’ characteristics of a successful change agent.  
(06 Marks)

**(Total 20 Marks)**



04. a) "Performance appraisal is useful for many human resource administrations". Identify the usage of performance evaluation and suggest three methods which are more applicable for student performance.

(08 Marks)

- b) 'Verbal assertiveness is a characteristic for effective human'. Relate this character with a manager and a leader.

(05 Marks)

- c) Explain, Maslow's hierarchy of needs theory and Herzberg's two factor theory as content theories of motivation?

(07 Marks)

**(Total 20 Marks)**

05. a) Explain the communication flow and relate this flows with centralization and decentralization techniques.

(05 Marks)

- b) "Good communication creates the success for organization, but there are some barriers for effective communication" Analyze some of these barriers usually face your environment and propose some mechanism to overcome these barriers?

(08 Marks)

- c) 'Computer security is an essential element for an electronic office' critically evaluate this statement.

(07 Marks)

**(Total 20 Marks)**