



**THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS
ADMINISTRATION /PUBLIC ADMINISTRATION
FINAL EXAMINATION – 2024/2025
OSP9402 - MANAGEMENT AND ORGANIZATION
DURATION: THREE (03) HOURS**

Date: 15.02.2025

Time: 9.30 am – 12.30 pm

Answer any FOUR (4) questions. All questions carry equal marks.

Question 01

“Work and management trends of the contemporary and future world of work are posing new challenges to business managers. Consequently, the organizational structures, cultures, roles of a manager and the skills they need are also changing. For instance, modern organizational tree model is cherished instead of the traditional organizational pyramid setup. A healthy organizational framework is sought after by everyone”.

Critically comment on the above statement with your experience of modern work trends and challenges, and managerial roles and skills required in the contemporary world.

(25 Marks)

Question 02

(a). Discuss the common perception errors that can negatively affect the decision-making process within an organization. In your answer, explain how errors such as stereotyping, selective perception, halo effect, contrast effect, and projection can distort decision-making.

(15 Marks)

(b). Explain how managers can strategically manage employees with diverse personalities within an organization, providing relevant examples to support your answer.

(10 Marks)

Question 03

(a). Explain the difference between line and staff authority by illustrating an organizational chart.

(06 Marks)

(b). What are the five types of departmentalization?

(05 Marks)

(c). "Both over specialization and under specialization have their drawbacks."
Justify this statement with suitable examples

(14 Marks)

Question 04

(a). Verbal and non-verbal communication are two categories of communication. Understanding non-verbal communication in the workplace is crucial for a successful manager. Explain the importance of non-verbal communication in an organization and discuss different approaches that you can implement to effectively manage them.

(15 Marks)

(b). Elaborate on different strategies to overcome barriers to effective communication in an organization. Use appropriate real-world examples such as your own experiences and/or external organizational examples.

(10 Marks)

Question 05

"Over the years, through different eras of management, we have observed dominance of various leadership styles. However, from recent past, there is an increasing demand for leadership styles such as transformational, spiritual and authentic in the business world."

Comment on the above statement highlighting reasons for the current increasing demand for transformational, spiritual and authentic leadership styles citing real world examples.

(25 Marks)

Question 06

"When motivation is considered at present, employees want a more 'human value proposition' compared to material rewards". Do you agree on the above statement? Justify your answer with relevant theories of motivation. Support your answer with practical examples.

(25 Marks)

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