THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BACHELOR OF MANAGEMENT STUDIES HONOURS DEGREE PROGRAMME - LEVEL 03
ACADEMIC YEAR: 2022/23
OSU3501: MANAGEMENT THEORY AND PRACTICE
ASSIGNMENT TEST
DURATION: TWO (02) HOURS

Index No:

Date: 12th February 2023 **Time: 9. 30 AM- 11.30 AM**

This paper consists of Part I (MCQ) and Part II (essay type questions).

INSTRUCTIONS FOR PART I:

- Part I comprises of 25 Multiple Choice Questions (MCQ) for 50 marks.
- Underline the most appropriate answer for ALL the questions in this paper itself.
- Write your index number in the space given in each page.
- Attach Part I of this paper to the answer booklet.

PART I

1) Which of the following statements **correctly** list out the pioneers of Scientific Management?

A. F.W.Taylor, Max Weber, Henry Gantt
B. F.W.Taylor, Frank and Lillian Gilberth, Henry Gantt
C. F. W.Taylor, Frank and Lillian Gilberth, Henry Fayol
D. F. W.Taylor, Henry Fayol, Max Weber

a. A and C
b. C only
c. B only
d. D and B

2) Which of the following statement(s) **incorrectly** reflect the *Principles of Management* described by Henry Fayol?

A. Division of work, Authority, Discipline, Unity of Command
B. Division of work, Unity of direction, Remuneration, Centralization
C. Division of work, Scalar chain, Economies of scale, Centralization
D. Division of work, Authority, Discipline, Equity

a. B and C
b. C only
c. A and D
d. D only

3) Doing the right thing in an organization is referred to as

a. Efficiency
b. Effectiveness
c. Efficacy
d. Productivity

4) Modern organizations often do environmental analysis for

a. Collecting data about the organizational surroundings to guide future decisions
b. Obtaining information about the shareholders
c. Gathering information about the employees and managers
d. None of the above

5) Select the **correct** combination of terms;

A. Elton Mayo
B. Abraham Maslow
C. Theory X and Theory Y
D. Fredrick Hertzberg

E. Theory of Needs
F. Hawthorn Studies
G. Two Factor Theory
H. Douglas McGregor

a. (A and F), (B and E), (C and G), (D and H)
b. (A and F), (B and E), (C and H), (D and G)
c. (A and E), (B and F), (C and G), (D and H)
d. (A and G), (B and H),(C and E),(D and F)

6) Which of the following is **not** an example for a 'Standing Plan' in an organization?

a. Procedure to follow when publishing a paper advertisement
b. Training programme on skill development
c. Rules to be followed in the factory floor
d. Promotion policy of the organization

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7) The organizational environment having sectors with which the company interacts directly is known as,

a. General Environment
b. Local Environment
c. Task Environment
d. International Environment

8) Which of the following is an example of a task environment factor that could have an impact on an organization?

a. Organizational culture
b. Government regulations
c. Competitors
d. Leaders

9) Select the **correct** combination of terms;

A. Scientific Management
B. Entropy
C. Lawrence and Lorsch
D. Bureaucracy
E. Contingency Approach
F. Operation Research (OR) groups
G. Max Weber
H. Systems Approach

a. (A and F), (B and H), (C and E), (D and G)
b. (A and F), (B and E), (C and H), (D and G)
c. (A and E), (B and F), (C and G), (D and H)
d. (A and G), (B and H),(C and E),(D and F)

10) **Wrong** statement regarding "Efficiency" is

a. It is about reducing the resource wastage and cost
b. Defines the relationship between input and output
c. It identifies the extent to which organizations have achieved their goals and objectives
d. It is about "doing the things right"

11) "Someone who coordinates and oversees the work of other people so that organisational goals can be accomplished" is known as a,

a. Manager
b. Member of the director board
c. Department head
d. Chief Executive Officer (CEO)

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12) **Wrong** statement regarding decision making is,

a. Non-programmed decisions are made by the top management of an organisation
b. Managers should make decisions only in a certain condition
c. Decision is a choice made from available alternatives
d. It lays the foundation for the planning function

13) Which of the following is/are **not** a stage of Hawthorn Studies?

A. Illumination Experiment
B. Relay Assembly Test Room Study
C. Focus Group Interviews
D. Bank Wiring Observation Room Study

a. A and C
b. C only
c. C and B
d. D and C

14) Which of the following is **not** considered as a basic feature of a Plan?

a. Objectives
b. Forecasts
c. Budgets
d. Assumptions

15) Analyzing an organization's internal and external environment is a primary step in,

a. Tactical plans
b. Strategic plans
c. Operational plans
d. Standing plans

16) The function of organizing can be defined as:

a. Identifying & grouping various activities
b. Establishing productive relations for the achievement of goals
c. Both (a) & (b)
d. None of the above

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17) Select the **correct** statement about planning from the below list

a. Vision and Mission guide the Strategic plans
b. Middle level managers prepare Strategic plans for their departments
c. All plans should be prepared for more than one year period
d. Operational level employees do not involve in formulating plans

18) The number of jobs when a manager is held responsible for effectively coordinating is called as;

a. Length of adaptation
b. Space of coordination
c. Span of control
d. Job designing

19) Examples of factors affecting an organization's external environment include all of the following **except**?

a. The mission statements
b. Economic conditions
c. Government regulation
d. Competition

20) From the following which statement is **not acceptable** about a formal organization;

a. Structure is planned by the management
b. Planned and created by the management
c. Leaders are chosen
d. Violation of procedures and rules can lead to punishment

21) All organizations work with limited resources; hence they continuously search for the optimum allocation of available resources among their products/business units. What is the most suitable technique out of below list, to achieve the above objective?

a. Simulation
b. Network Analysis
c. Linear programming
d. Delphi method

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22) From the following what is **true** with a formal organization:

a. Organization is directed by company rules and regulations
b. Managers are leaders
c. Both (a) and (b)
d. None of these

23) The threat of the substitutes may occur when, which of the following arises?

a. The substitute is more expensive
b. The substitute is cheaper
c. The substitute is more convenient to use
d. Answer b and c

24) Which element/s is/are part of 'delegation' task?

a. Authority
b. Responsibility
c. Responsibility and accountability
d. All the above

25) A **disadvantage** of the information era of business is

a. Exchanging business information without documents
b. Business organizations can trace personal information of customers
c. Increasing computer literacy and infrastructure
d. Expansion in the global market space

(2 marks x 25 = 50 Marks)

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PART II

INSTRUCTIONS FOR PART II:

- Part II comprises of 05 essay type questions carrying equal marks.
- Answer any four (04) questions from the part II.
- Use the answer booklet provided to answer the Part II.

1) Explain why we need organisations in society and why it is important to have management in organisations.

2) Even though subject to heavy criticism by researchers over the years, Hawthorn Studies have made significant contributions to the study of organizations.
Do you agree with the above statement? Why or why not? Elaborate your answer emphasizing *contributions* of and *criticisms* against Hawthorn Studies.

3) "In the post-pandemic period, environmental sensitivity is critical for organizational growth and survival". Identify the three key implications on company performance in the aforementioned scenario. Use relevant examples to explain.

4) "Planning is the foundation to all other functions of Management in an organization." Discuss the above statement with appropriate examples.

5) A manager stated that he cannot be responsible for the quality of workmanship of the outcome of work he has delegated to his subordinates. As the supervising officer of this manager, advise the manager.

(50 Marks)

(Total 100 marks)

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