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THE OPEN UNIVERSITY OF SRI LANKA

BACHELOR OF MANAGEMENT STUDIES

DEGREE PROGRAMME- LEVEL 6

FINAL EXAMINATION-2011

NEW DIMENSIONS IN MANAGEMENT-MCU4203

DURATION –THREE (03) HOURS

DATE : 06.03.2011 TIME : 9.30 a.m – 12.30 p.m

Answer Question Number One (01) from Part A and any Three (03) questions from part B.

PART A

1. The amazing story behind Dilmah Tea

Dilmah today is the world's most vertically integrated family tea business and is recognized as one of the top 10 tea brands in the world. The flavour, texture and character of tea are shaped by variables such as climate and elevation so tea picked from the same field may vary in taste each day. Dilmah has grown from the impossible and often ridiculed dream of an ordinary Sri Lankan to a brand that is enjoyed in over 90 countries around the world.

Although that in itself is a lovely success story, it is Dilhan's passionate words about the MJF Foundation which is truly inspiring. MJF Foundation was established by Merrill who was motivated to ensure that the benefits accrued from the success of Dilmah also flowed through to the plantation industry and its workforce as well as to the community at large and the environment. What stands out about this foundation from others is its focus on long-term sustainability. It empowers individuals, families and whole communities to help themselves. As an entrepreneur, Merrill has long believed that business is a matter of human service. Keep in mind that he has held this philosophy since the 1960s way before the term corporate social responsibility became a buzzword! It is absolutely fascinating to learn that this one man has physically changed the world. The potency of the idea - "that if every business could be ethical, our world would be a different place" - is extraordinary. And that's not all they do…..

MJF Charitable Foundation has supported more than 500 small entrepreneurs which translate into many more lives being brightened and improved. New entrepreneurs that have been helped by the scheme include ayurvedic medical practitioners, carpenters, builders, hairdressers, potters, mushroom farmers, beauty therapists, mobile phone technicians and textile manufacturers.

(http://www.jenius.com.au/2010/11/dilmah.php)

"Entrepreneurs are innovative. Innovation is the specific instrument of entrepreneurship" (Druker, 1994).

Read the above article and justify this statement in relation to "Dilmah". (25 marks)

PART B

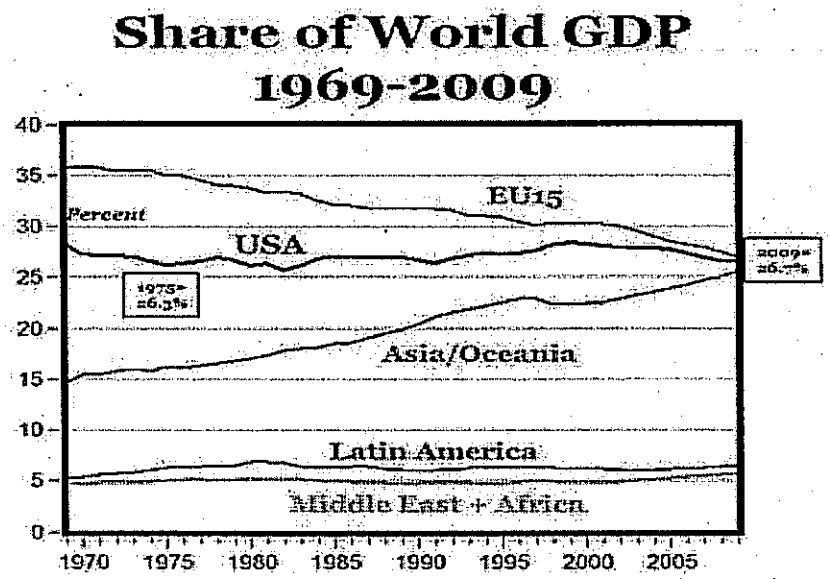
2. Critically evaluate Porter's Diamond theory. Use examples form Sri Lankan context to illustrate your answer

(25 Marks)

3. (a) Indentify a contemporary business leader and describe his/her background
(b)Elaborate his/her contribution as a leader

(25 Marks)

4. "U.S. share of world GDP has been relatively constant for the last 40 years"



Explain this the phenomenon from the perspective of International Business environment.

(25 marks)

5. Explain the following concepts
   a) Quality Circles(QC)
   b) Participatory Management
   c) Vroom-Yetton Contingency Model
   d) Productivity
   e) Empowerment (25 Marks)

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