

Eastern University, Sri Lanka

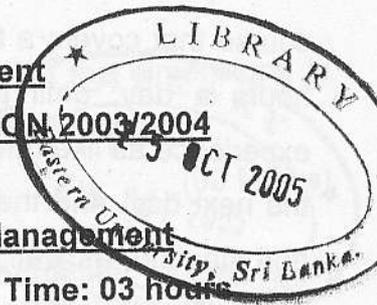
Faculty of Commerce and Management

Second Year First Semester Examination in ECON 2003/2004

(November/December 2004)

MGT 2033 –Principles and Perspectives of Management

Time: 03 hours



Answer all questions

1) CASE STUDY- PEDALING YOUR WAY TO FAME

Three weeks of constant pain and punishment that demands extreme level of courage, endurance, and motivation. This is how participants in the Tour de France describe what they go through. It's called the greatest bicycle race in the world. It's a race in which every participant must be incredibly strong, have a significant amount of courage, and possess a phenomenal endurance level.

The cyclists who race in the Tour belong to teams sponsored by commercial companies. These teams exist, however, to help their "star" win the race. Usually only one or two members of a team are capable of winning. The other riders are there to help them. They push the leaders to pick up the pace and support each other to keep going. Not surprisingly, the winner of the Tour traditionally donates the \$400,000 prize to his or her teammates. However, the winner doesn't go home empty handed! Corporate sponsors pay their star athletes million-dollar salaries and a winner of the Tour stands to earn millions more in commercial endorsements.

What sets the tour de France apart as one of the greatest sporting spectacles in the world and as a test of individual motivation and endurance? First of all, there's the speed. These bicyclists on two thin wheels can reach speeds of more than 60 miles an hour. One racer says that's the ultimate thrill- going fast. But, there's also the danger of a crash. The uncertainty and potential danger associated with speed and equipment failure provides participants with the thrill of "living on the edge". However, what really sets the tour apart is its almost in human test of endurance.

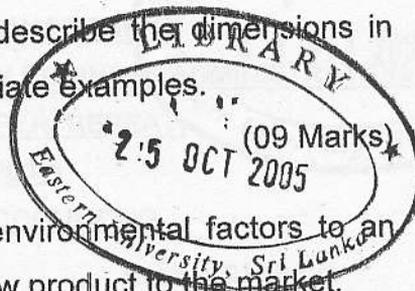
For three weeks, the tour rolls and rolls, on through cities and small villages. The riders push themselves to the limit and sometimes beyond- through a race course that covers a total of 2500 miles. Pedaling up to 150 miles each day, six hours a day, until they reach the finish line in Paris. Some describe the experience as like running a marathon, then getting up and having to run it again the next day, and the next, and so on. It takes enormous levels of athletic skill and stamina, as well as mental discipline and experience. It also takes knowing yourself very well. Successful racers must know their bodies, their state of mind, and what they can and cannot do. It's challenge that those who participate in the race gladly take.

Based on the above case answer the following questions.

- I. In this situation, what role does the team play in motivating extraordinary levels of performance from individuals? What implications can you see from this for managing? (06 Marks)
 - II. Use expectancy theory to explain an individual's motivation to complete in the Tour de France. (08 Marks)
 - III. On what level of Maslow's hierarchy of needs do you think participants in the Tour de France would be? Discuss. (10 Marks)
- (24 Marks)
- 2)
- I. "To carry out the management functions properly, managers rely on a number of specific skills ". Describe those skills. (05 Marks)
 - II. Define and differentiate the terms "job rotation", "job enlargement" and "job enrichment". (06 Marks)
 - III. Explain the process of planning and list out the advantages of effective planning. (08 Marks)
- (19 Marks)

3)

- I. Define organization environment and briefly describe the dimensions in the task and general environment with appropriate examples. (09 Marks)
 - II. Briefly explain the influence of the internal environmental factors to an organization, which is planning to introduce new product to the market. (10 Marks)
- (19 Marks)



4)

"Control keeps the organization moving in the proper direction".-Griffin.

- I. What do you mean by the term "Control" in organization. Briefly explain the purpose of control. (06 Marks)
 - II. "The effective controlling process goes into various steps for better result". Briefly explain those steps. (08 Marks)
 - III. Briefly explain the characteristics of effective control. (05 Marks)
- (19 Marks)

5)

"Leadership is an attempt to influence the behavior of others".-Griffin

- I. Briefly describe the importance of leadership in private sector organizations. (05 Marks)
 - II. Explain how does leadership differs from management. (06 Marks)
 - III. Identify and explain the two basic form of leadership behavior under Michican studies and state which type tended to be more effective for service organization. (08 Marks)
- (19 Marks)