



PAST PAPERS

<i>Faculty</i>	<i>Department / Section/Division</i>
<i>Not Applicable</i>	<i>Learning Resource Centre</i>

**Past Papers**

Faculty of Management & social Sciences  
Department of Management and Business Studies

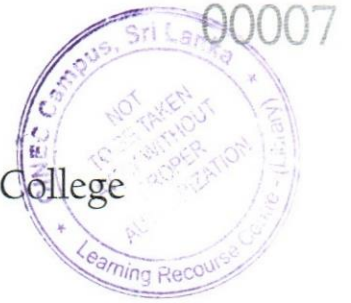
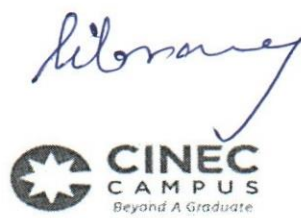
**BMgt.(Hons) in Human Resource  
Management/Business Administration**

**End Semester Examination**

**(Year 1 – Semester II)**

<i>Document Control &amp; Approving Authority</i>	<i>Senior Director – Quality Management &amp; Administration</i>
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## Colombo International Nautical and Engineering College

CINEC Campus

Faculty of Management and Social Sciences

Department of Management & Business Studies

B.Mgt(Hons) in Human Resource Management/ Business Administration

Course CODE: BMgt 559/BMgt 558

Year I Semester II

Repeat Examination

Marketing Management – MGHR/ MGBM 1407

- This paper consists of EIGHT (08) questions on FIVE (05) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.08.19

Pass mark: 40%

Time: 03 Hours

### Question 01: (Compulsory)

#### Bembridge Airport

Bembridge Airport is on the eastern end of the Isle of Wight, a small island located off the south coast of England near the large towns of Portsmouth and Southampton. The Isle of Wight has been designated an Area of Outstanding Natural Beauty. It has agricultural and tourism industries, but tourism is its main business activity.

#### **Bembridge Airport's Importance to the Island's Economy**

Bembridge Airport is one of two airfields functioning on the island, the other being a grass airstrip at nearby Sandown. Bembridge has a tarmac runway, but this is not large enough to handle commercial passenger aircraft, so the airport's main trade comes from light aircraft. The airfield also has a gliding club on its south side and offers facilities for groups of pilots. Pilots fly into Bembridge to sample the local seafood, enjoy walks along the cliffs, and to see the island from the air. Relatively



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few pilots stay overnight, but the airfield can accommodate visiting aircraft and provide parking space if necessary.

In common with other small airfields, Bembridge has a wide variety of different enterprises on-site. It has a cafe (which is popular with non-flying visitors as well as pilots), it offers hangar space for private aircraft, and it encourages private pilots to fly in to visit the picturesque island itself. Fuel sales offer another source of revenue. Bembridge also promotes local events such as the Isle of Wight Festival.

### **Local Competition**

Competition can be strong, with pilots having a lot of choices of where to fly to, and even though the cost of the flight might run into hundreds of pounds, a five-pound difference in the landing fee might be enough to make a pilot choose another airfield.

Rival airfield Sandown represents direct competition. Sandown has a grass runway and can therefore be adversely affected by heavy rain. It also has fewer facilities, especially after a disastrous fire destroyed its restaurant and clubroom in 2007. However, Sandown hosts the annual Spamfield Fly-in for microlight aircraft, a major event in the UK aviation calendar. Microlights are cheap to buy and operate, so the sport attracts many people with relatively low incomes. Spamfield charges around £10 per aircraft to land, so Bembridge competes by charging microlights only £7.50. Larger aircraft pay progressively greater amounts, but fees remain relatively low.



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### Sources of Potential Problems

People living near airfields often complain about the noise from aircraft, and some airfields have been forced to close because of this. Flying is seasonal and extremely weather-dependent. Bad weather means that there will be no visiting aircraft, consequently no landing fees and few people using the restaurant. Civil Aviation safety regulations are often onerous. Despite this, Bembridge still manages to be a popular and successful destination.

The above data has been based on a real-life situation, but details have been changed for assessment purposes and may not be an accurate reflection of reported news.

*Source – CIM Past papers – Marketing Essentials – March 2011*

You are required to produce a SWOT analysis for Bembridge Airport using the information in the given case study. (20 Marks)

### Question 02

You are working for business that engage in manufacturing and selling FMCG products and you have been asked by the director to produce a report, that:

- a) Discuss how product attributes need to be considered to offer higher value to the customer. (10 Marks)
- b) Describe, TWO strategies that the company could adopt for pricing a new FMCG product of your choice. (10 Marks)



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### Question 03

As a Marketing Assistant working within the marketing department of a global internet-based clothing brand, you have been asked by your manager to:

a) Recommend **TWO** suitable communication tools that the company could use to enhance its sales. (10 Marks)

b) Recommend a suitable type of channel (distribution system) suitable for the company. (10 Marks)

### Question 04

Segmentation is fundamental to marketing and implies that distinct groups of customers should be managed in different ways. Using examples, for organisations of your choice,

a) Explain three suitable bases that can be used to segment the market (15 Marks)

b) Finding point of differentiation (Value differences) is very important to position the company products in consumer's mind. Explain a suitable point of differentiation for the organization that you have selected. (05 Marks)

### Question 05

You work in the marketing department of a small and local shipping line. You have been asked by your manager to provide a briefing paper, that explain the elements of extended marketing mix (7Ss) in the context of the shipping line. (20 Marks)



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### Question 06

You work for a local manufacturer of confectionery and the company planning to enter the business of dairy production. You have been asked by the director to produce a report, that:

- a) Explain the brand elements they need to consider when developing a brand. (10 Marks)
- b) Using examples, discuss two strategic alternatives that the company can consider for brand development. (10 Marks)

### Question 07

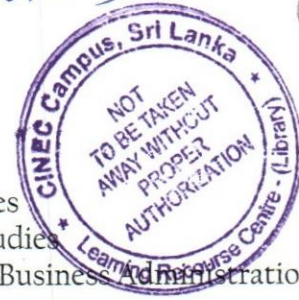
You are the Marketing Director of a manufacturer of high-quality bathroom equipment, but sales and profits have been declining for some time. You have been asked to draw up a marketing plan that enable the company to identify and develop into new growth sectors.

(20 Marks)

### Question 08

- a) "Unlike physical products, intangible products cannot be seen, tasted, felt, heard, or smelled before they are purchased. Therefore, almost all services contain some physical elements". Explain this statement using examples of your choice. (10 Marks)
- b) "Virtually all services are reliant on people to perform them, very often dealing directly with the consumer". Explain this statement using examples of your choice. (10 Marks)

-----END OF THE QUESTION PAPER-----



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Department of Management and Business Studies  
BMgt(Hons) in Human Resource Management /BMgt (Hons) in Business Administration  
Course CODE: BMgt 559 /BMgt 558

**Year I Semester II**  
**REPEAT EXAMINATION**  
**Microeconomics -MGHR/MGBM 1306**

- This paper consists of EIGHT(08) questions on FOUR (04) pages.
- Answer FIVE(05) questions including Question No. 01
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2022.08.18

Pass mark: 40%

Time: 03 Hours

**Question 01 (Compulsory)**

Give short answers

- (a) Distinguish between positive and normative economics.
- (b) Distinguish between Microeconomics and Macroeconomics.
- (c) State any two uses of the study of Microeconomics.
- (d) State the Law of Demand.
- (e) What is opportunity cost?
- (f) Distinguish between change in demand and change in quantity demand.
- (g) Why are economic models so important in economics?
- (h) How to calculate marginal production.
- (i) State two uses of calculating elasticity of demand.
- (j) Distinguish between cardinal utility and ordinal utility.

(20 Marks)

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### Question 02

Explain why all combinations of goods shown on a production possibilities curve display production efficiency but only one combination displays allocative efficiency.

(Use appropriate charts to explain your answer)

(20 Marks)

### Question 03

(a) State the Law of Supply and two determinants of supply.

(04 Marks)

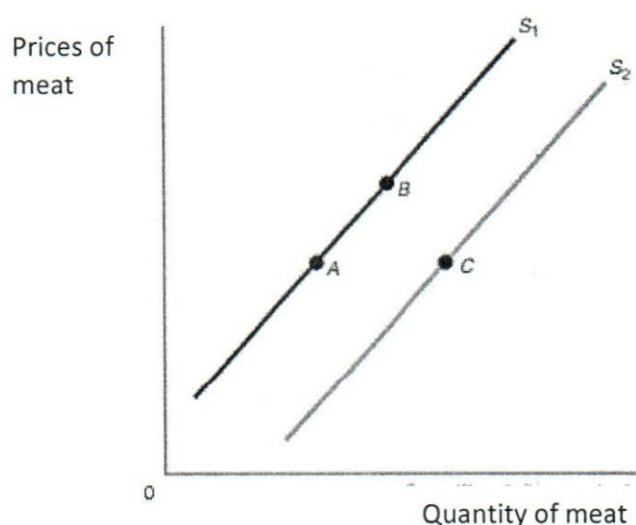
(b) Suppose that the curves below represent two supply curves for Meat.

i. What would cause a movement from point A to point B on  $S_1$ ?

ii. Name two variables that would cause a movement from point A to point

C

(04 Marks)



(c) The demand equation can be written as  $Q_d = a - bP$ , explain the components ( $a$  and  $b$ ) of the given demand equation " $Q_d = 800 - 60P$ "

(04 Marks)

(d) Suppose there has been an outbreak of chicken flu in a particular country.

Use a diagram to show how this is likely to affect the demand for chicken in that country. Explain your answer

(04 Marks)





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- (e) Medical trials have indicated that drinking Hibiscus tea from Yunan in China can reduce blood pressure and cholesterol in Europeans. Use a diagram to show how this might affect the demand for this tea. Explain your answer. (04 Marks)

#### Question 04

1. Suppose that you have the following demand and supply curve for a product.

$$Q_d = 240 - 12P$$

$$Q_s = 40 + 8P$$

- a) Prepare the demand and supply schedules (05 Marks)  
 b) Using given equations calculate equilibrium price and equilibrium quantity in the market (05 Marks)  
 c) Explain the importance of income elasticity for a business (10 Marks)

#### Question 05

Consider the market for rice.

- i) Is the demand for rice relatively elastic or relatively inelastic with respect to the price? Explain why. (05 Marks)  
 ii) Is the demand for rice relatively elastic or relatively inelastic with respect to income? Explain why. (05 Marks)  
 iii) Is the supply of rice relatively elastic or relatively inelastic with respect to the price? Explain why. (05 Marks)  
 iv) Over time, the demand for rice has shifted to the right. Why has this occurred? Over time the supply of rice has shifted to the right. Why has this happened? (05 Marks)



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### Question 06

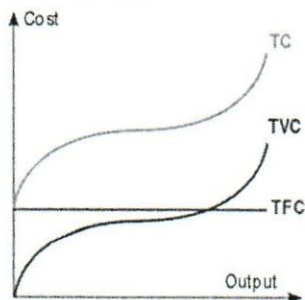
Discuss whether the price mechanism is the best system for the allocation of the scarce resources in the Sri Lankan economy. (20 Marks)

### Question 07

- (a) Law of diminishing returns states that the marginal product gradually decreases, while total output increases. Do you accept this statement? Justify your answer. (10 Marks)
- (b) "Downward sloping marginal utility curve is transformed into the downward sloping demand curve" Do you agree with this statement? Explain (10 Marks)

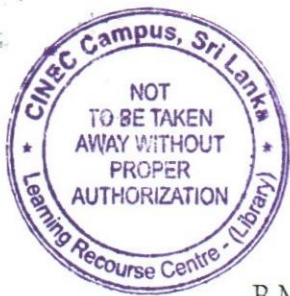
### Question 08

- (a) All costs are variable costs in the long run. Explain. (06 Marks)
- (b) In the graph given below, what is the difference between TC and TVC? (02 Marks)



- (c) Explain the following cost concepts
- i. Average fixed cost (AFC)
  - ii. Average variable cost (AVC)
  - iii. Average total cost (ATC) (06 Marks)
- (c) Give reasons for the U- shape of long run average cost curve. (06 Marks)

-----END OF THE PAPER-----



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B.Mgt(Hons) in Human Resource Management/ Business Administration  
Course CODE: BMgt 559/BMgt 558

Year I Semester II  
REPEAT EXAMINATION  
Financial Accounting – MGHR/ MGBM 1408

- This paper consists of FIVE questions on EIGHT (08) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.
- Formulae sheet and three statistical tables are attached.

Date: 2022.08.16

Pass mark: 40%

Time: 03 Hours

**Scenario**

Warner Ltd is a leading private limited company in Sri Lanka. Its Trail balance as at 31.03.2021 is given below.

(Whenever required logical assumptions are allowed)

Revenue		50,000,000
Inventory as at 01st April 2020	6,500,000	
Purchases	18,000,000	
Sales returns	3,000,000	
Purchase Returns		2,000,000
Carriage inwards	3,700,000	
Import taxes	3,600,000	
Dividends Income		4,500,000
Legal & Consultation charges	3,600,000	
Cost :		
Furniture & Fittings	25,000,000	
Motor vehicles	18,500,000	
Land	16,500,000	

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Buildings	17,000,000	
Accumulated Depreciation as at 01.04.2020		
Furniture & Fittings		6,000,000
Motor vehicles		4,725,000
Buildings		3,500,000
Fixed Deposit @ 22 % p.a	8,500,000	
Goodwill	13,000,000	
Salaries & wages	12,000,000	
Miscellaneous Expense	1,050,000	
Repairs & maintenance	2,350,000	
Advertising & Promotion	2,500,000	
Courier charges	1,400,000	
Auditors remuneration	1,800,000	
Utility expenses	500,000	
Insurance expenses	850,000	
Bank Loan @ 20 % interest rate per annum		6,500,000
Cash & Bank	13,000,000	
Debentures @ 18% interest		18,000,000
Stated Capital(Rs. 10 each)		40,000,000
Retained earnings		45,000,000
Trade Receivables	18,375,000	
Trade Payables		4,000,000
Other Payables		6,500,000
Total	190,725,000	190,725,000

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Following are the adjustments which should be made in the financial statements for 2020/2021 financial year.

- (1) Inventory as at 31<sup>st</sup> March 2021 amounting to Rs.2,500, 000.
- (2) Following expenses are accrued as at 31<sup>st</sup> March 2021.
  - Utilities Rs.500, 000
  - Courier Charges Rs.800, 000
- (3) For 2020/2021 depreciation expenses has not been charged. All fixed assets are depreciated based on the straight-line basis.
  - Buildings - Cost 12 % per annum.
  - Motor vehicles- Cost 15% per annum.
  - Furniture and Fittings- Cost 20% per annum.
- (4) Loans and debentures interest not adjusted for the year 2020/2021.
- (5) Fixed Deposits interest not adjusted for the year 2020/2021.
- (6) Corporate tax rate imposed by Inland Revenue Department (IRD) of Sri Lanka is 18% Per annum. For 2020/2021 year of assessment income tax has not been adjusted.

### Question 01- COMPULSORY

By using the information presented in above scenario candidates are required to Prepare **Income statement** for the financial year 2020/2021. (20 Marks)

**Note:** Related working and notes should be shown by the candidates clearly.

### Question 02

By using the information presented in above candidates are required to prepare the **statement of financial position** as of 31<sup>st</sup> March 2021. (20 Marks)

**Note:** Related working and notes should be shown by the candidates clearly.

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### Question 03

Define the below terms with examples.

- (a) Intangible assets
- (b) Retained profits
- (c) Debentures
- (d) Dividends
- (e) Current Liabilities

(20 Marks)

### Question 04

Analyse the effect of each transaction and prove that the accounting equation( $A = L + C$ ) always remains balanced.

- (a) Introduced Rs 5,000,000 as cash and Rs 1,500,000 by stock.
- (b) Purchased plant for Rs 8,500,000 by paying 25 % in cash and balance at a later date.
- (c) Purchased office furniture for Rs 800,000 and made payment by cheque.
- (d) Purchased goods worth Rs 400,000 for cash and for Rs 17,500 on credit.
- (e) Goods amounting to Rs 250,500 was sold for Rs 455,000 on cash basis.
- (f) Goods costing to 150,000 was sold for 200,000 on credit basis.
- (g) Cheque issued to the supplier of goods worth Rs 50,000.
- (h) Cheque received from customer amounting to Rs 75,000.
- (i) Withdrawn by owner for personal use Rs 40,000.

(20 Marks)

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**Question 05**

Use the following information to complete the ratio analysis calculations:

Smith Cricket

Income Statement for the year ended June 30 2021

	2020	2021
	\$	\$
Sales (all credit)	3 000 000	3 400 000
Less Cost of Sales		
Opening Stock	90 000	110 000
Plus Purchases	1 260 000	1 400 000
	1 350 000	1 510 000
Less Closing Stock	110 000	150 000
Cost of Sales	1 240 000	1 360 000
Gross Profit	1 760 000	2 040 000
Less Operating Expenses		
Selling and Administration Expenses	1 050 000	1 050 000
Net Profit before Interest	710 000	990 000
Interest Paid	(25 000)	(22 000)
Net Profit after Interest	685 000	968 000

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## Smith Cricket

## Statement of Financial Position as at June 30 2020 and 2021

	2020	2021		2020	2021
Assets	\$	\$	Liabilities	\$	\$
Current Assets					
Cash at Bank	40 000		Bank Overdraft		80 000
Debtors	100 000	160 000	Creditors	107 000	100 000
Stock	110 000	150 000	Total Current	107 000	180 000
Prepaid Insurance		10 000	Liabilities		
Total Current Assets	250 000	320 000	Non-Current Liabilities		
			Mortgage Loan - The XYZ Bank	255 000	140 000
Non-Current Assets			Total Liabilities	362 000	320 000
Equipment	20 000	60 000	Owners Equity		
Buildings	600 000	700 000	Paid-Up capital	1 020 000	1 020 000
Vehicles	120 000	120 000			
Plant	1 000 000	1 000 000	Retained Profits	448 000	860 000
Total NCA	1 740 000	1 880 000	Total O.E.	1 628 000	1 880 000
Total Assets	1 990 000	2 200 000	Totals	1 990 000	2 200 000

## Additional Information

- opening debtors 2020 was \$150 000
- opening total assets 2020 was \$1 500 000



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Calculate the following ratios for 2020 and 2021

- (a) current ratio
- (b) quick asset ratio
- (c) return on equity
- (d) net profit margin after tax
- (e) gross profit margin
- (f) stock turnover (times per year)
- (g) stock turnover (in days)
- (h) debtors collection (times per year)
- (i) debtors collection (in days)

(20 Marks)

### Question 06

- (a) Explain the difference between the financial accounting and Cost and Management Accounting.
- (b) What is the importance of cost and management accounting discipline for a business.
- (c) How to classify cost in a business? (provide examples)
- (d) Explain the methods business can implement to control cost.

(05 Marks x 4 = 20 Marks)

### Question 07

Identify five different stakeholders who required financial information and explain the types of the financial information they require. (20 Marks)

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### Question 08

Define the below terms with examples.

- (a) Cost Center
- (b) Overheads
- (c) Direct Cost
- (d) Fixed Cost
- (e) Variable Cost
- (f) Cost Objects
- (g) Production Overheads
- (h) Administrative Overheads

(20 Marks)

-----END OF THE QUESTION PAPER-----



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Year I Semester II  
Repeat Examination  
Organisation Behaviour - MGHR/ MGBM 1409

- This paper consists of EIGHT (08) questions on SIX (06) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.08.15

Pass mark: 40%

Time: 03 Hours

**Question 01: (Compulsory)**

1. Organizational behavior is
  - a) A science
  - b) An art
  - c) Both a & b
  - d) None of the above
  
2. Scope of Organizational Behavior does not include \_\_\_\_\_
  - a) Leadership
  - b) Perception
  - c) Job Design
  - d) Technology



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3. Nowadays a lot of stress is being put on the \_\_\_\_\_ of the employee in the organization
- Character
  - improvement
  - Behavior
  - Rewards
4. Eustress is considered as \_\_\_\_
- Good
  - Bad
  - Harmful
  - Fatal
- (01 Mark\*4 = 04 Marks)
5. The ability to control another's behavior because the individual wants to identify with the power source is:
- Referent power
  - Expert power
  - Influence
  - Reward power
6. The responses to the change depend upon the employee's \_\_\_\_ about the change.
- Attitude
  - Experience
  - Perception
  - Motivation



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7. When we judge someone on the basis of our perception of the group to which he or she belongs, we are using the shortcut called
- Stereotyping
  - Contrasting
  - Categorizing
  - Projecting
8. Food, drink, sleep, oxygen, and an acceptable temperature are all examples of
- Physiologic needs
  - Safely needs
  - Competence needs
  - Social needs
9. Which of the following is/are not a job-related source of stress?
- Role ambiguity
  - Role overload
  - Ethical dilemmas
  - Career concerns
10. According to \_\_\_\_\_ employees love work as play or rest.
- X theory
  - Y theory
  - Z theory
  - None of these



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11. Beliefs, attitudes, traditions, and expectations that are shared by group members are called
- Group norms
  - Group communication
  - Group cohesiveness
  - Group structure
12. \_\_\_\_\_ leader is self-confident and can attract followers by his great influence
- Charismatic
  - Autocratic
  - Laissez-faire
  - Bureaucratic

(02 Marks\*8 = 16 Marks)

### Question: 02

Mr. Mohan works as a manager of the branch operation for a private bank, located in the Kandy District. As usual, top management has announced organizing an annual financial meeting at the said location this time. Hence Mr. Mohan has instructed Mrs. Srma to prepare for it. The very next day she formed a group to achieve this task.

- Why Mrs. Srma has formed a group instead of giving individual responsibilities to each and every staff in the branch? (10 Marks)
- Ms. Nisa is a member of the group but other members complain that she is not sharing the work. Can this will happen? Justify. (10 Marks)



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**Question: 03**

The CEO of ABC Company has left the organization without any further notice. Due to a sudden situation, the company has to reschedule all planned events previously.

What happens when there is no leader in an organization? Critically discuss. (20 Marks)

**Question: 04**

Do leaders need the power to promote a healthy organizational culture? Critically discuss.

(20 Marks)

**Question: 05**

*Organizational behavior means understanding human behavior.* Do you agree with this statement?

Comment with suitable examples.

(20 Marks)

**Question: 06**

Motivation is a rational concept in organizational structure.

a) Do you think motivation is important for an employee? Comment. (12 Marks)

b) Think you are a Senior Marketing Manager of a beauty product organization and explain how you are motivating the team to achieve monthly targets. (08 Marks)



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**Question: 07**

Bring out the concept of organizational structure. What are the factors determining organizational structure? (20 Marks)

**Question: 08**

*Stress management in an organization is learning about the connection between mind and body.*

Critically comment on the statement.

(20 Marks)

-----END OF THE QUESTION PAPER-----



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Course CODE: BMgt 559/BMgt 558

Year I Semester II  
End Semester Examination  
Financial Accounting - MGHR/ MGBM 1408

- This paper consists of EIGHT (08) questions on EIGHT (08) pages.
- Answer any FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.29

Pass mark: 40%

Time: 03 Hours

**Scenario**

Ranmal ( Pvt) Ltd is a leading private limited company in Sri Lanka. Its Trial balance as at 31.03.2021 is given below.

(Whenever required logical assumptions are allowed)

	Debit	Credit
Revenue		35,000,000
Inventory as at 01st April 2020	4,500,000	
Purchases	15,000,000	
Sales returns	3,500,000	
Purchase Returns		1,500,000
Carriage inwards	2,500,000	

Import taxes	3,500,000	
Dividends Income		3,000,000
Legal & Consultation charges	1,400,000	
Cost :		
Furniture & Fittings	14,000,000	
Motor vehicles	13,500,000	
Land	14,500,000	
Buildings	15,000,000	
Accumulated Depreciation as at 01.04.2020		
Furniture & Fittings		4,000,000
Motor vehicles		3,725,000
Buildings		4,500,000
Fixed Deposit @ 8 % p.a	6,500,000	
Goodwill	6,000,000	
Salaries & wages	8,000,000	
Miscellaneous Expense	450,000	
Repairs & maintenance	350,000	
Advertising & Promotion	500,000	
Courier charges	400,000	
Auditors remuneration	800,000	
Utility expenses	500,000	
Insurance expenses	850,000	
Bank Loan @ 16 % interest rate per annum		6,500,000
Cash & Bank	13,000,000	
Debentures @ 15% interest per annum		16,500,000
Stated Capital(Rs. 10 each)		40,575,000
Retained earnings		6,500,000

Trade Receivables	7,850,000	
Trade Payables		4,300,000
Other Payables		6,500,000
Total	132,600,000	132,600,000

Following are the adjustments which should be made in the financial statements for 2020/2021 financial year.

- (i) Inventory as at 31<sup>st</sup> March 2021 amounting to Rs.1,000, 000.
- (ii) Following expenses are accrued as at 31<sup>st</sup> March 2021.
  - Utilities Rs.500, 000
  - Courier Charges Rs.400, 000
- (iii) For 2020/2021 depreciation expenses has not been charged. All fixed assests are depreciated based on the straight-line basis.
  - Buildings - Cost 15 % per annum.
  - Motor vehicles- Cost 10% per annum.
  - Furniture and Fittings- Cost 20% per annum.
- (iv) Loans and debentures interest not adjusted for the year 2020/2021.
- (v) Fixed Deposits interest not adjusted for the year 2020/2021.
- (vi) Corporate tax rate imposed by Inland Revenue Department (IRD) of Sri Lanka is 28% Per annum. For 2020/2021 year of assessment income tax has not been adjusted.

**Question No: 01- COMPULSORY**

By using the information presented in above scenario candidates are required to Prepare **Income statement** for the financial year 2020/2021. (20 Marks)

**Note:** Related working and notes should be shown by the candidates clearly.

**Question No: 02**

By using the information presented in the above scenario candidates are required to prepare the **statement of financial position** as at 31<sup>st</sup> March 2021. (20 Marks)

Note: Related working and notes should be shown by the candidates clearly.

**Question No: 03**

Discuss the financial accounting cycle and importance of financial accounting to a business. (Provide examples) (20 Marks)

**Question No: 04**

Finance statement analysis primarily important for a business to analyses and interpret the financial statements for a business for the purpose of decision making.

Explain the below ratios with numerical examples developed on your own.

(Formulas for the calculation and one example how to calculate is required to be shown)

- (a) Gross profit margin
- (b) Net Profit Margin
- (c) Return on Equity
- (d) Current Ratio
- (e) Quick Ratio

(20 Marks)

**Question No: 05**

Define the below terms with examples.

- (a) Non-Current assets
- (b) Useful economic life time
- (c) Depreciation
- (d) Accrual basis
- (e) Going Concern Assumption

(20 Marks)

**Question No: 06**

Café 77 Service Company has the following account balances:

Cash, \$6,000; Accounts Receivable, \$7,000; Prepaid Rent, 1,900; Prepaid Insurance, \$1,200, Supplies/ Stock, \$950; Equipment, \$7,000; Trucks, \$10,000; Accounts Payable, \$2,700; Common Stock \$25,000; Retained Earnings \$6,350.

Business transactions during December are presented as follows:

1. Company received cash from clients for services, \$7,500
2. Cafe 77 paid to creditors \$600,
3. Paid office rent for the month of December, \$950,
4. Company billed client for accounting services on account, \$8,200
5. Supplies were purchased on account, \$450,
6. Company received cash from clients billed previously, \$4,200
7. Cafe 77 received an invoice for services from Copy Plus for December (the invoice will be paid next month), \$550,
8. Cafe 77 paid monthly salaries, \$4,700,
9. Utilities expense were paid, \$380,
10. Miscellaneous expense were paid, \$250,
11. Paid for monthly insurance, \$200
12. Dividends were paid, \$750.

Required:

Enter the above transactions to the accounting equations and calculate the final ending balance.  
(Hint: Start with the opening balance provided). (20 Marks)

**Question No: 07**

- (a) List the importance of cost and management accounting information for a business. (05 Marks)
- (b) Explain the cost classification for a supermarket both in nature and based on behavior. (10 Marks)

(c) Briefly describe the cost controlling techniques available for a business.

(05 Marks)

**Question No: 08**

Use the following information to complete the ratio analysis calculations:

**Timex Electricals**

**Income Statement for the year ended June 30 2021**

	<b>2020</b>	<b>2021</b>
	<b>\$</b>	<b>\$</b>
Sales (all credit)	2 550 000	2 890 000
Less Cost of Sales		
Opening Stock	76 500	93 500
Plus Purchases	1 071 000	1 190 000
	1 147 500	1 283 500
Less Closing Stock	93 500	127 500
Cost of Sales	1 054 000	1 156 000
<b>Gross Profit</b>	<b>1 496 000</b>	<b>1 734 000</b>
Less Operating Expenses		
Selling and Administration Expenses	892 500	892 500
<b>Operating Expenses before Interest</b>	<b>892 500</b>	<b>892500</b>
Net Profit before Interest	603 500	841 500
Interest Paid	(21 250)	(18 700)
<b>Net Profit after Interest</b>	<b>582 250</b>	<b>822 800</b>

## Timex Electricals

## Statement of Financial Position as at June 30 2020 and 2021

	2020	2021		2020	2021
Assets	\$	\$	Liabilities	\$	\$
Current Assets			Current Liabilities		
Cash at Bank	34 000		Bank Overdraft		68 000
Debtors	85 000	136 000	Creditors	90 950	85 000
Stock	93 500	127 500	Total Current	90950	153 000
Prepaid Expenses		8 500	Liabilities		
Total Current	212500	272 000	Non-Current		
Assets			Liabilities		
			Mortgage Loan - The Tango Bank	216 750	119 000
Non-Current			Total Liabilities	307 700	272 000
Assets			Owners Equity		
Equipment	17 000	51 000	Paid-Up capital	867 000	867 000
Buildings	510 000	595 000			
Vehicles	102 000	102 000	Retained Profits	516 800	731 000
Plant	850 000	850 000	Total O.E.	1 383 800	1598 000
Investment in NCA	1 479 000	1 598 000	Totals	1 691 500	1 870 000
Total Assets	1 691 500	1 870 000			

**Additional Information**

- opening debtors 2020 was \$127 500
- opening total assets 2020 was \$1 275 000

Calculate the following ratios for 2020 and 2021

- current ratio
- quick asset ratio
- net profit margin

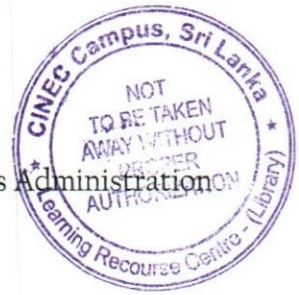
- (d) gross profit margin
- (e) stock turnover (times per year)
- (f) stock turnover (in days)
- (g) debtors turnover (times per year)
- (h) debtors turnover (in days)

(20 Marks)

-----END OF THE QUESTION PAPER-----



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Year I Semester II  
SEMESTER END EXAMINATION  
**Microeconomics -MGHR/MGBM/1306**

- This paper consists of EIGHT(08) questions on SEVEN (07) pages.
- Answer FIVE(05) questions including Question No. 01
- Only non-programmable calculators are allowed.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.

Date: 2022.03.13

Pass mark: 40%

Time: 03 Hours

**Question 01 (Compulsory)**

- a) According to Marshall, Economics is a science of Material welfare of man. Critically examine this. How it is different from Robbin's definition? (05 Marks)
- b) Are economic models detailed or simplified versions of reality? Could economists build perfect economic models? Why? (03 Marks)
- c) Using a production possibility curve, explain. (04 Marks)
  - i. Opportunity cost concept
  - ii. Problem of scarcity
  - iii. Economic recession
  - iv. Economic growth
- d) State whether the following statements are true or false, and illustrate your answer using appropriate diagrams and/or equations/or examples.
  - i. An indifference curve shows the different combinations of two goods with which a consumer can get a same level of satisfaction. (03 Marks)

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- ii. Relationship between quantity of demand and consumers' money income must always be positive. (03 Marks)
- e) Classify the following topics as relating to microeconomics or macroeconomics.
  - i. Determination of price of wheat.
  - ii. The effect of government policies on unemployment rate of the country.
  - iii. How is national income determined?
  - iv. A firm's decision about how many workers to hire (02 Marks)

### Question 02

- a) Microeconomics is a microscopic study of the economy. Explain. (05 Marks)
- b) Distinguish between Microeconomics and Macroeconomics. Show how the two are interdependent. (05 Marks)
- c) Explain why all combinations of goods shown on a production possibilities curve display production efficiency but only one combination displays allocative efficiency. Use appropriate graphs. (05 Marks)
- d) What is opportunity cost? why does it increase when more of a commodity is produced? (05 Marks)

### Question 03

- a) Suppose a market consists of three consumers, A, B, and C whose inverse demand functions given below.
  - (A):  $P = 35 - 0.5Q_A$
  - (B):  $P = 50 - 0.25Q_B$
  - (C):  $P = 40 - 2.00Q_C$

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- I. Find out the market demand function for the commodity (05 Marks)
- II. If the market supply function is given below by  $Q_s = 40 + 3.5P$ , determine the equilibrium price and quantity. (04 Marks)
- b) A survey shows that most people prefer Bens car to Wagon R. If this is true, why do more people buy Wagon R than Bens. (02 Marks)
- c) Given the following market demand function for the commodity X

$$Q_{dx} = f(P_x, P_y, P_z, I, T, A)$$

Where,

$P_x$  = Price of the commodity X

$P_y$  = Price of a substitute commodity Y

$P_z$  = Price of a complementary product Z

I = Level of per capita income

T = Taste and consumer preference

A = Advertising expenditure by a firm producing X

How will the market demand for commodity X will change? (05 Marks)

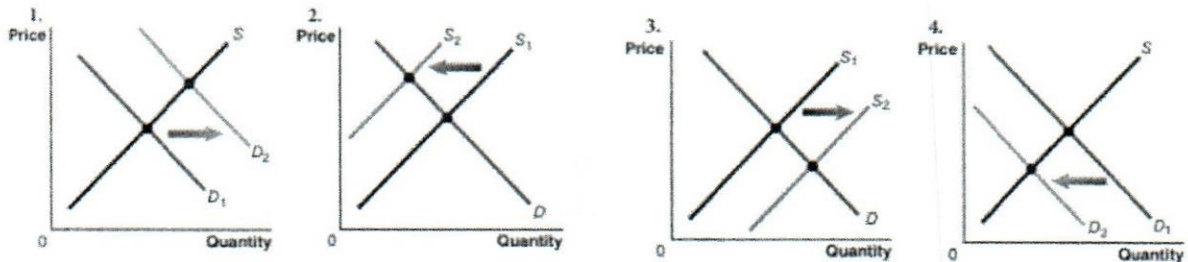
- i. If price of the commodity X rises,
  - ii. If price of the substitute good Y rises,
  - iii. If price of complementary product Z falls,
  - iv. If per capita income (I) rises
  - v. If advertising expenditure increases by the firm
- d) Following are four graphs and four market scenarios, each of which would cause either a movement along the supply curve for Pepsi or a shift of the supply curve.

Match each scenario with the appropriate graph. (04 Marks)

- i. A decrease in the supply of Coke
- ii. A drop in the average household income in the United States from \$52,000 to \$50,000
- iii. An improvement in soft drink bottling technology

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iv. An increase in the prices of sugar and high-fructose corn syrup



### Question 04

Demand and Supply for Gas during a week is given below.

Table 4:1 - Demand and Supply for Gas

Gas Price 1Kg	Demand per week (Kg)	Supply per week (Kg)
80	500	100
100	400	200

- Derive the Demand and Supply Equations (04 Marks)
- Find the equilibrium price and quantity (02 Marks)
- Find out the consumer and producer surplus (04 Marks)
- If the government limit the prices of Gas (1Kg) to Rs.80. as the maximum Gas price in the market. Calculate the new consumer surplus and producer surplus. (08 Marks)
- Calculate the dead weight loss or the loss of total welfare with the new price limit. (02 Marks)

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### Question 05

- a) If the price of coffee rises from Rs. 4.50 per hundred grams to Rs. 5 per hundred grams and as a result the consumer's demand of tea increases from 60 hundred grams to 70 hundred grams, then calculate the cross elasticity of demand of tea for coffee. (03 Marks)
- b) Consider the market for rice.
- Is the demand for rice relatively elastic or relatively inelastic with respect to the price? Explain why. (03 Marks)
  - Is the demand for rice relatively elastic or relatively inelastic with respect to income? Explain why. (03 Marks)
  - Is the supply of rice relatively elastic or relatively inelastic with respect to the price? Explain why. (03 Marks)
- c) What will happen to sales of a product whose income elasticity of demand,  $YED = +0.6$ ? (03 Marks)
- d) How could you use income elasticity of demand (YED) values to advise a company on how to produce a mix of goods and services that would reduce the risk often associated with only producing a very narrow range of products? (05 Marks)

### Question 06

- a) On what grounds Marshall's cardinal utility analysis has been criticized? (04 Marks)
- b) You are given the following marginal utilities of goods X and Y obtained by a consumer. Given that price of X=Rs. 5, price of Y=Rs.2 and income=Rs. 22

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Table 6:1 - Marginal Utilities of Goods "X" and "Y"

Number of units consumed of a commodity	MU <sub>x</sub> (Utils)	MU <sub>y</sub> (Utils)
1	30	20
2	25	18
3	20	16
4	15	14
5	10	12
6	5	10
7	1	8

- Find out the optimal combination of goods. (06 Marks)
- c) Derive the demand curve for a commodity from Marshall's cardinal utility analysis. Explain in terms of cardinal utility theory why demand curve for a commodity slope downward. (06 Marks)
- d) Explain the law of diminishing marginal utility? Use appropriate graphs for your answer. (04 Marks)

### Question 07

- a) Explain why consumer's indifference curves,
- i. have negative slope
  - ii. do not intersect
  - iii. are convex to the origin
- (06 Marks)
- b) Given below is the short run total cost function  
 $TC=200+10Q-5Q^2+2Q^3$

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Determine

- i. The total fixed cost
  - ii. Total variable cost function
  - iii. Average variable cost function
  - iv. Marginal cost function
  - v. Calculate total cost, average total cost, average variable cost and marginal cost when the firm produces 10 units of output. (12 Marks)
- c) What would be the shape of the long run average cost curve when constant returns to scale occur? (02 Marks)

### Question 08

Select **any four** and write short notes.

(05 Marks \*4=20 Marks)

- a) Positive and Normative economics
- b) Exceptions to the law of demand.
- c) Change in supply vs. Change in Quantity supplied
- d) Determinants of price elasticity of supply
- e) Principle of diminishing marginal rate of substitution (MRS)

-----END OF THE QUESTION PAPER-----

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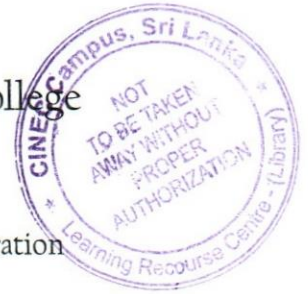
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Year I Semester II

End Semester Examination

Marketing Management – MGHR/ MGBM 1407

- This paper consists of EIGHT (08) questions on FIVE (05) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.10

Pass mark: 40%

Time: 03 Hours

### Question 01: (Compulsory)

#### The super market industry in Sri Lanka

The supermarket industry in Sri Lanka is set out for an explosive growth in the recent years, where household penetration of supermarket shopping has more than doubled over the decade, with an average year on year growth rate of 7.3%, clearly indicating a steady but a sustainable growth. This is with the western lifestyle of modern Sri Lankans where convenience is a key benefit sought after (Perera 2006). If we look at the drivers for the evolution of modern supply chains, or “Modern Trade” they have been persistent in increase demand for value added consumer products, convenience food, beverage, and frozen confectioneries.

Though the market is considered to be monopolistic dominated by a few giant chains (such as Cargills Food City, Keels, Arpico, etc), there are more than 30 strong regional stand-alone players who are also substantially contributing to the growth of the sector.

Increasing per capita income and rising urbanisation will make modern grocery retail more affordable and accessible to a larger portion of the population. Customer buying patterns and product preferences tend to change as income levels rise, which should bode well for modern trade





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Course CODE: BMgt 558/BMgt 559

in Sri Lanka. The average monthly basket value has also doubled over the past decade which clearly indicates the increase in the spending power of a supermarket shopper over the past years. The country is on the point of reaching the upper middle-income group. According to Nielsen, convenience is one of the key considerations in the purchasing decisions of customers of that group. The companies that focus on hypermarket formats with extensive product portfolios are likely to make the most gains in urban areas, where customers prioritise convenience, variety, and quality. Established players are not expected to expand outside of the Western province aggressively in the near term, but provinces such as central, North Central, Northwestern and Uva provide strong growth potential as they are supported by high per capita income growth and low supermarket penetration. Growth in the Western province expected to stagnate in the medium term, especially for companies that focus on FMCG products, as demand for such products tends to be inelastic. However, a sharp increase in the usage of online shopping can be observed during Covid 19 pandemic in many countries including Sri Lanka. Rising internet penetration, which stood at 50.8% in January 2021, with 10.90 million internet users (which is an additional 800,000 internet users in 2021 compared to 2020); the availability of 3G and 4G connectivity across the country; growth in credit card use; and a preference for convenience amid rising income levels also provide strong support for online sales. Increasing traffic on the roads and lack of parking facilities will also drive consumers to opt for online shopping.

Regulatory changes in the form of taxes and price controls are the key risk for the industry and regulatory risks expected to remain high. Even a slight change in taxes could have a material impact on profitability, which is already thin.

*The above data has been based on a real-life situation, but details have been changed for assessment purposes and may not be an accurate reflection of reported news.*

*Source; Spotlight: Sri Lankan Modern Grocery Retail by Fitch Rating*



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Using the given information in the case study you are required to discuss the impact of **four selected** macro environmental factors for organisations operating in supermarket industry in Sri Lanka.

(20 Marks)

### Question 02

As a Product Manager for a world renown cosmetics company, which offer naturally-inspired beauty products, you believe that the Asian market for cosmetics is growing rapidly and offers considerable potential. You therefore wish to develop your product portfolio to exploit the market opportunities across the region.

- a) Assess **THREE** suitable bases on which the Asian market could be segmented (You are required to discuss both main bases and suitable sub criteria). (15 marks)
- b) Recommend a targeting strategy suitable for entering to the Asian market. (05 Marks)

### Question 03

As a Marketing Assistant working within the marketing department of a global internet-based clothing brand, you have been asked by your manager to:

- a) Discuss how product attributes and packaging need to be considered to satisfy the customer requirement. (10 Marks)
- b) Company is planning to introduce a new clothing line. Advice on suitable pricing strategy for their new clothing line. (10 Marks)



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### Question 04

You work for a large cosmetics company operating in the FMCG industry. The management is presently in the process of establishing a business outlet in a new geographical area. As the assistant sales manager, you are required to,

- a) Recommend **TWO** suitable communication tools that the company could use to capture the new market. (10 Marks)
- b) Recommend a suitable strategy for the company when selecting number of channel members in their new area of business. (10 Marks)

### Question 05

Your organization, ABC pls, manufacture sport and fashion clothing and is in the process of developing its marketing plan. As part of this process your marketing director has asked you to produce a report that.

- a) Critically evaluate the characteristics of traditional product-oriented organisations and the challenges they face in becoming market-oriented in a turbulent environment. (08 Marks)
- b) Outline the structure of a marketing a plan and describe the key aspects that need to be included in the marketing plan for your organization (12 Marks)

### Question 06

A renowned brand 'Sela' is a successful and well-established handloom saree retailer in Sri Lanka. Currently 'Sela' offers a wide range of products including sarongs, sarees, and other readymade garments. Company has recently decided to expand it brand.



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- a) Argue what qualities might have contributed for 'Sela' become a successful brand? (08 Marks)
- b) Advice on strategic options that company consider when developing their brand. (12 Marks)

### Question 07

TGI Friday's was one of the first American casual dining chains that recognized that consumers were looking for a dining experience. The restaurants, with wooden floors, Tiffany lamps, bentwood chairs, striped tablecloths, stained glass, and authentic memorabilia, are designed to provide a comfortable and relaxing environment.

Explain the importance of extended marketing mix elements to generate competitive advantage for TGI Friday. (20 Marks)

### Question 08

There is a vital difference between marketing of a goods and that of a service. Explain how it differs using examples. (20 Marks)

-----END OF THE QUESTION PAPER-----

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Course CODE: BMgt 559/BMgt 558



Year I Semester II  
End Semester Examination  
Organisation Behaviour - MGHR/ MGBM I409

- This paper consists of EIGHT (08) questions on SIX (06) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.15

Pass mark: 40%

Time: 03 Hours

**Question 01: (Compulsory)**

1. Mr. Perera is a manager in a multinational organization. He believes that most employees have little desire for responsibility, prefer to be directed, and do not have much ambition. Perera can be classified as ..... Manager based on the perspectives of Douglas McGregor.
  - a) Theory Y
  - b) Administrative
  - c) Theory X
  - d) Bureaucratic
2. Discrepancy between existing and a desired state of affairs is called:
  - a) Solution
  - b) Weakness
  - c) Problem
  - d) Opportunities



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3. Organizational structure is made up of key elements, which of the following is **not** one of these elements?
- a) Span of control
  - b) Centralization
  - c) Decentralization
  - d) Co-ordination
4. Transformational leadership is about change, ..... and entrepreneurship.
- a) Innovation
  - b) Motivation
  - c) Loyalty
  - d) Enthusiasm
5. It refers to intentional behaviors that are designed to enhance or protect a person's influence and self-interest.
- a) Organizational culture
  - b) Organizational politics
  - c) Assertive behavior
  - d) Both 'a' and 'c'
6. Social learning is an extension of?
- a) Cognitive learning
  - b) Operant learning
  - c) Classical conditioning
  - d) Programmed learning



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7. .... explains learning of reflex behavior.
- a) Classical Conditioning
  - b) Operant Conditioning
  - c) Social learning
  - d) Cognitive Learning
8. High rate of ..... increase cost and tend to place the less experienced employee in the job.
- a) Training
  - b) Absenteeism
  - c) Employee Turnover
  - d) Strikes
9. .... is "the reactions of individuals to new or threatening factors in their work environments "
- a) Attitude
  - b) Stress
  - c) Dissonance
  - d) Disappointment
10. ....is largely childish, irrational, never satisfied, demanding, and destructive of others.
- a) Ego
  - b) Superego
  - c) Negative ego
  - d) Id

(2 Marks\*10=20 Marks)



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### Question 02

Motivation varies over time and according to circumstances. Individuals have a variety of changing and often conflicting needs and expectations which they attempt to satisfy in a number of ways.

1. As an employee how do you think your motivation will change in five years 'time?  
(14 Marks)
2. Do you think that motivational theories are useful for managers? Discuss rationally.  
(06 Marks)

### Question 03

Mr. Waruna, the CEO of Ceylon Y Company, since 2015. Due to a sudden issue, he resigned from the position. Even after 2 months of his resignation, the company was unable to find a suitable person for the vacant position.

What happens when there is no leader in an organization. Critically discuss. (20 Marks)

### Question 04

Does behavior always follow from attitudes or attitude follow behavior? Rationally discuss with suitable examples. (20 Marks)





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### Question 05

Given the changing nature of organizations, the formal structure is unimportant. The only thing that really matters is whether individuals know what is expected of them, work well with other people and perform their tasks successfully.

Do you agree? What do you see as the purpose and importance of structural design for modern work organizations? (20 Marks)

### Question 06

Assume you are the Marketing Manager at an XYZ restaurant in Sri Lanka and you have been applied for a vacancy and selected for a Head of Marketing Manager position in a highly reputed restaurant in Arabia. On the very first-day site visit, you have noticed that most of the employees belong to the same nationality.

1. As a Head of the position of the company what are the main challenges, you are facing? (10 Marks)
2. How do you overcome these challenges? elaborate in detail. (10 Marks)

### Question 07

How a leader might use power to promote a healthy organizational culture. Critically discuss. (20 Marks)



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### Question 08

Sanjeewa joined as a Junior Executive to ABC company, marketing department two months back. He has received a clear JD from the HR department. Hence, he knows well for his job role and responsibilities. As per Sanjeewa, he is still lacking some organizational background information. A month after next his immediate boss assigned a group work task to perform with sufficient resources. Though he is a fresh employer he attends to the work with courage. Unfortunately, he was not performing his task well due to a lack of knowledge and skills. As a result of that, Sanjeewa becomes unhappy with the work assigned to him by his immediate boss, thinking that the task is not fairly allocated among the group. As noticed by the HR department, Sanjeewa neglects response passively allows conditions to worsen, and includes few absenteeism and lateness, and increased error rate.

1. Critically analyze Sanjeewa's individual behavior within the organization. (15 Marks)
2. Think you are the HR manager and find what are things the organization has not done for Sanjeewa. (05 Marks)

-----END OF THE QUESTION PAPER-----



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Year I Semester II  
End Semester Examination  
Organisation Behaviour – MGHR/ MGBM 1409

- This paper consists of EIGHT (08) questions on SIX (06) pages.
- Answer FIVE (05) questions including question 01.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.15

Pass mark: 40%

Time: 03 Hours

**Question 01: (Compulsory)**

1. Mr. Perera is a manager in a multinational organization. He believes that most employees have little desire for responsibility, prefer to be directed, and do not have much ambition. Perera can be classified as ..... Manager based on the perspectives of Douglas McGregor.
  - a) Theory Y
  - b) Administrative
  - c) Theory X
  - d) Bureaucratic
2. Discrepancy between existing and a desired state of affairs is called:
  - a) Solution
  - b) Weakness
  - c) Problem
  - d) Opportunities



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3. Organizational structure is made up of key elements, which of the following is **not** one of these elements?
- a) Span of control
  - b) Centralization
  - c) Decentralization
  - d) Co-ordination
4. Transformational leadership is about change, ..... and entrepreneurship.
- a) Innovation
  - b) Motivation
  - c) Loyalty
  - d) Enthusiasm
5. It refers to intentional behaviors that are designed to enhance or protect a person's influence and self-interest.
- a) Organizational culture
  - b) Organizational politics
  - c) Assertive behavior
  - d) Both 'a' and 'c'
6. Social learning is an extension of?
- a) Cognitive learning
  - b) Operant learning
  - c) Classical conditioning
  - d) Programmed learning



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7. .... explains learning of reflex behavior.
- a) Classical Conditioning
  - b) Operant Conditioning
  - c) Social learning
  - d) Cognitive Learning
8. High rate of ..... increase cost and tend to place the less experienced employee in the job.
- a) Training
  - b) Absenteeism
  - c) Employee Turnover
  - d) Strikes
9. .... is "the reactions of individuals to new or threatening factors in their work environments"
- a) Attitude
  - b) Stress
  - c) Dissonance
  - d) Disappointment
10. .... is largely childish, irrational, never satisfied, demanding, and destructive of others.
- a) Ego
  - b) Superego
  - c) Negative ego
  - d) Id

(2 Marks\*10=20 Marks)



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### Question 02

Motivation varies over time and according to circumstances. Individuals have a variety of changing and often conflicting needs and expectations which they attempt to satisfy in a number of ways.

1. As an employee how do you think your motivation will change in five years 'time?

(14 Marks)

2. Do you think that motivational theories are useful for managers? Discuss rationally.

(06 Marks)

### Question 03

Mr. Waruna, the CEO of Ceylon Y Company, since 2015. Due to a sudden issue, he resigned from the position. Even after 2 months of his resignation, the company was unable to find a suitable person for the vacant position.

What happens when there is no leader in an organization. Critically discuss.

(20 Marks)

### Question 04

Does behavior always follow from attitudes or attitude follow behavior? Rationally discuss with suitable examples.

(20 Marks)



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### Question 05

Given the changing nature of organizations, the formal structure is unimportant. The only thing that really matters is whether individuals know what is expected of them, work well with other people and perform their tasks successfully.

Do you agree? What do you see as the purpose and importance of structural design for modern work organizations? (20 Marks)

### Question 06

Assume you are the Marketing Manager at an XYZ restaurant in Sri Lanka and you have been applied for a vacancy and selected for a Head of Marketing Manager position in a highly reputed restaurant in Arabia. On the very first-day site visit, you have noticed that most of the employees belong to the same nationality.

1. As a Head of the position of the company what are the main challenges, you are facing? (10 Marks)
2. How do you overcome these challenges? elaborate in detail. (10 Marks)

### Question 07

How a leader might use power to promote a healthy organizational culture. Critically discuss. (20 Marks)



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### Question 08

Sanjeewa joined as a Junior Executive to ABC company, marketing department two months back. He has received a clear JD from the HR department. Hence, he knows well for his job role and responsibilities. As per Sanjeewa, he is still lacking some organizational background information. A month after next his immediate boss assigned a group work task to perform with sufficient resources. Though he is a fresh employer he attends to the work with courage. Unfortunately, he was not performing his task well due to a lack of knowledge and skills. As a result of that, Sanjeewa becomes unhappy with the work assigned to him by his immediate boss, thinking that the task is not fairly allocated among the group. As noticed by the HR department, Sanjeewa neglects response passively allows conditions to worsen, and includes few absenteeism and lateness, and increased error rate.

1. Critically analyze Sanjeewa's individual behavior within the organization. (15 Marks)
2. Think you are the HR manager and find what are things the organization has not done for Sanjeewa. (05 Marks)

-----END OF THE QUESTION PAPER-----





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Year I Semester II  
 End Semester Examination  
 ENGLISH LANGUAGE FOR BUSINESS II - MGHR/ MGBM 1010

- This paper consists of FIVE (05) questions on SIXTEEN (16) pages.
- Answer ALL questions.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.22

Pass mark: 40%

Time: 03 Hours

**Section A - Business Vocabulary/ Structures**

**Question 1**

**A. Underline the most appropriate word given within brackets. (10 Marks)**

- An idea suggested by a word in addition to its main meaning is called (denotation/ connotation).
- The actual object or idea to which a word refers is called (denotation/ connotation)
- Logistics is the practical (organization/ arrangement) that is needed to make a complicated plan successful when a lot of people and equipment are involved.
- A logistics firm was (purchased/ hired) for the deliveries.
- The federal (intervention/ interference) effectively terminated the strike.
- The case was (transferred/ referred) to a competent authority.
- Managing effective teams is a matter of (accomplishing/ achieving) synergy between the individual members.



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(viii). Researchers around the world are (collaborating/ cooperating) to develop a new vaccine.

(ix). The electronic library catalogue can be (accessed/ reached) from terminals all over the university.

(x). Businesses often provide their products at a discount in order to acquire a (prospective/ potential) market.

**B. Put the words in the following sentences in the correct order. (10 Marks)**

(i). top-down/ decision-making/ flexible/ style/ company's/ slow/ the/ management/ made/ and

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(ii). very/ risks/ business/ great/ the/ be/ your/ starting/ can/ of/ own

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(iii). she/ company/ 4 per cent/ stake/ acquired/ direct/ the/ a/ in

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(iv). Baltic/ their/ the/ from/ line/ mainly/ shipping/ operates/ ports

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(v). apartments/ submitted/ build/ the/ the/ the/ a/ company/ bid/ to/ contract/ for

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**Section B - English in Pragmatic/ Realistic Settings**

**Question 2**

**A. Identify the errors in the following sentences and rewrite correcting them.** (10 Marks)

**Example:** The issue is still *on* debate.      The issue is still *under* debate.

- (i). Everyone condemns to violence. ....
- (ii). We went there in last week. ....
- (iii).They asked from me. ....
- (iv).The manager scolds others seldom. ....
- (v). He always is late. ....
- (vi). Nuwan settles his dues never. ....
- (vii). You should abide the laws. ....
- (viii). Students mustn't copy, no? ....
- (ix). The statistics is wrong. ....
- (x). We are understanding customers. ....



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**B. Write the functions of the following expressions used in everyday language**

**choosing from the box.**

**(10 Marks)**

*possibility*, certainty, obligation, permission, past ability, no necessity, criticism, assumption, request, advice, law

*Example:* Smoking can cause cancer? [*possibility*]

- (i). You ought to be very careful when you invest money? .....
- (ii). The former manager could widen the product portfolio. ....
- (iii). The company shouldn't have spent so much on refurbishing. ....
- (iv). The new manager can't be a chartered accountant. ....
- (v). The HR officer must be an experienced man. ....
- (vi). The employees have to cooperate with the manager. ....
- (vii). The company must be registered before operations. ....
- (viii). Can I use your phone, please? .....
- (ix). Will you lend me two million rupees next month? .....
- (x). The manager should have treated the employees well. ....

**Section C - Comprehension**

**Question 3**

- I. Read the following passage and write whether the given statements are true, false or not given. (05 Marks)

The primary market is where investors buy new shares issued by a company. Shares can only be bought in the primary market, and the purchases are done directly from the issuing company at the initial price stated by the company itself. However, subsequent to the original issuance of shares in the primary market, trading of shares can be done by



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investors in the secondary market. The price of a share in the secondary market is called the market price. The market price of a share varies with time depending on the demand. For example, the price of a share in Alliance Limited Company increased from Rs.10 to Rs.20 in a year and subsequently after several years to Rs.28. Such increases and decreases in the price of a share occur in the secondary market, where investors are able to trade their shares.

- (a) The shares can be both bought and sold in the primary market. ....
- (b) The price stated by the issuing company is the initial price. ....
- (c) More than 50% of shares can be bought at the initial price. ....
- (d) The prices of shares can change in the secondary market. ....
- (e) Investors are able own companies buying more shares. ....

**II. Read the following description and underline the two correct statements. (05 Marks)**

It is crucial that at the outset of planning your research, you set the study into a framework that justifies the study and explains its structure or design. This framework is like a foundation for a house. It provides the essential support for the study components and also clarifies the context of the study for the reader, much like a house blueprint. By constructing this framework, you not only justify and explain the study to others but also check your own understanding of the need for the study, how the study is conceived, what knowledge it will add regarding the topic, and how the elements of the study design align with the problem identified for the study.



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One of the difficulties for new researchers in developing a framework for a study is that conceptual and theoretical frameworks are defined and described differently by different authors, and the definition of what is considered a study framework may vary by institution. Those definitions can be explored to provide a spectrum of understanding of conceptual and theoretical frameworks. Before exploring the various understandings of conceptual frameworks in depth, it is helpful to compare multiple definitions of the term. Some authors view conceptual and theoretical frameworks as synonymous. A conceptual framework provides the orientation to the study and assists both the researcher and the reader in seeing how the study contributes to the body of knowledge on the topic, how elements of the study align, and how the study design and methodology meet rigorous research standards. A conceptual framework may be defined broadly as theory or literature review, or it may be defined more narrowly as the factors and variables addressed in a study. (Maxwell, 2017; Miles, Huberman, & Saldana, 2014). Essentially, all definitions of conceptual framework provide a context for the study, but the scope of that context varies among authors.

Ravitch and Riggan (2017) presented the most comprehensive understanding of conceptual framework. Their main point was that a conceptual framework is an argument for the study and that argument has two parts. First, the argument establishes the importance of and intended audience for the study. Second, the argument demonstrates alignment among research questions, data collection and data analysis as well as the use of rigorous procedures to conduct the study. They posited that the conceptual framework both informs and describes the development of research questions, design selection, data collection, data analysis and presentation of findings.



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- (a) Although research framework helps to understand integral parts of research, it doesn't make the situation of the study clear.
- (b) Different authors have expressed different opinions on conceptual and theoretical frameworks.
- (c) A narrow definition of conceptual framework is literature review while a broader definition is the factors and variables that are investigated.
- (d) The explanation of the importance and the audience of a study and the alignment among all research components is the most comprehensive understanding of conceptual framework.

III. Read the article below about the successful delegation of work. Underline the best word or phrase to fill each gap from (a), (b), (c) or (d). (10 Marks)

#### Guidelines For Giving Presentations

Most presentations today depend on the use of some technology, such as a laptop computer linked to a projector. While this technology can help to (e.g.) -b- presentations better, it also has a (1)..... of getting in the way. As a general (2)....., it is better to (3)..... on the content of a presentation as a means of (4)..... your audience's attention, rather than relying on sophisticated equipment. Bear in mind that when an organization invites (5)..... for a contract, they may schedule four or five presentations from different companies on the same day. Each of these companies will probably be using the same computer graphics (6)..... and the same equipment. The chances are the presentations will be similar too. That's why the content and (7)..... of what you say are important. Think



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about what you want to say and how to say it as clearly as possible. As a first step, you need to (8)..... the main points you want to get across. Audiences are easily bored and tend to remember only the most entertaining, exciting or unusual ideas. Next create your materials, choosing the images for your presentation carefully. Remember you do not want to stop your audience from listening to you, nor do you want to (9)..... them. Finally. Make all the necessary arrangements for the equipment you need. If technology is to be an important (10)..... of your presentation, make sure you know how to use it properly and test it out beforehand.

*e.g.* (a). produce (b). make (c). construct (d). build

1. (a). behavior (b). habit (c). practice (d). routine
2. (a). method (b). law (c). rule (d). course
3. (a). focus (b). define (c). target (d). direct
4. (a). gaining (b). taking (c). collecting (d). acquiring
5. (a). requests (b). calls (c). bids (d). commands
6. (a). parcels (b). packets (c). bundles (d). packages
7. (a). design (b). system (c). structure (d). formation
8. (a). label (b). mark (c). identify (d). catalogue
9. (a). mislead (b). confuse (c). disorder (d). complicate
10. (a). share (b). role (c). function (d). element





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## Section D - Presenting Information

### Question 4

A. Fill in the blanks in the following description of the given data with the correct verb from the bare infinitive given within brackets. (10 Marks)

Country	China	United States	Russia	Japan	India
Production (billion KWh)	5398	4099	1057	936.2	871
Consumption (billion KWh)	5322	3866	1038	856.7	698.8

The table *e.g. shows* (show) the top five countries for the production and consumption of electricity in 2020. Both the production and the consumption of electricity (1)..... (give) in kilowatts. China (2)..... (lead) the world in the production of electricity. The production of all five countries (3)..... (exceed) the consumption. The consumption of United States (4)..... (be) more than three times that of Russia. The highest amount of electricity (5)..... (consume) in China. In 2020, Japan (6)..... (produce) 1057 kilowatts while 871 kilowatts of electricity (7)..... (generate) in India. In 2020, there (8)..... (be) only 19 kilowatts difference between the production and consumption of electricity in Russia. The number of countries (9)..... (produce) more than 4000 kilowatts of electricity was only two. In conclusion, all the five countries need (10)..... (use) the full amount of electricity generated for their domestic requirements.

B. Summarize the information given in the table by selecting and reporting the main features and make comparisons where relevant. (10 Marks)





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**Section E - Business Writing**

**Question 5**

**A. In the conclusion of the following report, ten phrases or sentences are missing. Write the number of the missing phrases or clauses given separately in the blanks where they should fit in.**  
(10 Marks)

The Sri Lankan economy contracted by 3.6 percent in 2020 on year-on-year basis in the backdrop of unprecedented disturbances to socio-economic activities due to adverse impacts of Covid-19. The pandemic itself, ...*e.g.* (iv)... to contain the spread of pandemic dragged down the performance of economies all over the world and (a)..... Some of the business sentiment indices compiled by the Central Bank recorded their lowest values in 2020, particularly during the second quarter, (b)..... The pandemic situation severely affected economic activities for which physical engagement is vital, such as construction,



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manufacturing and transportation, in addition to the whole ecosystem built around the tourism industry. (c)..... caused the contraction in industry activities, while services activities were adversely affected (d)....., other personal services and accommodation, food and beverage services activities. Meanwhile, (e)..... largely due to the pandemic related disturbances, though the conducive policy environment supported the continuation of most agriculture activities even during the lockdown periods. Investment expenditure contracted in 2020, mainly due to (f)..... locally as well as globally, while consumption expenditure recorded a slower growth. External demand also weakened during the year (g)..... across geographies with the pandemic. However, the rationalization of non-essential imports curtailing the merchandise imports during the year, partly contributed to buffer (h)..... amidst the contraction in exports. In 2020, the national savings-investment gap as percentage of GDP narrowed on account of the considerable contraction in investment expenditure (i)..... during the year compared to 2019. In line with the adverse impact that the Covid-19 pandemic had on economic activities, the labor market exposed its long-term fragilities and vulnerabilities, deepening structural issues and inequalities further. Accordingly, resulting in a loss of family incomes, (j)..... in 2020, the highest since 2009.

*Write the number of the following missing phrase or statement in the blanks.*

- (i). the setback in construction and manufacturing activities
- (ii). on the grounds of a loss of growth momentum
- (iii). the unemployment rate increased to 5.5 per cent
- (iv). *together with related restrictions*
- (v). the uncertainty on the recovery timeline of the pandemic
- (vi). Sri Lanka was no exception
- (vii). though national savings recorded a decline of 3.6 per cent



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- (viii). agriculture activities also record a decline
- (ix). reflecting the adverse impact of the nationwide lockdown
- (x). the deterioration in net external demand
- (xi). predominantly due to the contraction in transportation

**B. You work as the marketing manager for a leading apartments-construction company. The management entrusted you with the task of writing a marketing proposal for the company. Write incorporating your ideas in a report that should follow the following format and content.**

(10 Marks)

*Introduction* - Paragraph 1

- the importance of a market research

Body - Paragraph 2

- building apartments in eco-friendly environments, yet closer to highways with improved infrastructure

Body - Paragraph 3

- choice of 2BR, 3BR (BR-Bed Rooms), maintain quality and appearance, affordable prices

Body - Paragraph 4

- importance of attracting Sri Lankans earning abroad

*Conclusion* - Paragraph 5

- suggest condominiums

- Condominium: an apartment building or group of houses in which each apartment/ house is owned by the person living in it but the shared areas are owned by everyone together





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Year I Semester II  
End Semester Examination  
ENGLISH LANGUAGE FOR BUSINESS II - MGHR/ MGBM 1010

- This paper consists of FIVE (05) questions on SIXTEEN (16) pages.
- Answer ALL questions.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.22

Pass mark: 40%

Time: 03 Hours

**Section A - Business Vocabulary/ Structures**

**Question 1**

- A. Underline the most appropriate word given within brackets. (10 Marks)**
- An idea suggested by a word in addition to its main meaning is called (denotation/ connotation).
  - The actual object or idea to which a word refers is called (denotation/ connotation)
  - Logistics is the practical (organization/ arrangement) that is needed to make a complicated plan successful when a lot of people and equipment are involved.
  - A logistics firm was (purchased/ hired) for the deliveries.
  - The federal (intervention/ interference) effectively terminated the strike.
  - The case was (transferred/ referred) to a competent authority.
  - Managing effective teams is a matter of (accomplishing/ achieving) synergy between the individual members.



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- (viii). Researchers around the world are (collaborating/ cooperating) to develop a new vaccine.
- (ix). The electronic library catalogue can be (accessed/ reached) from terminals all over the university.
- (x). Businesses often provide their products at a discount in order to acquire a (prospective/ potential) market.

**B. Put the words in the following sentences in the correct order.** (10 Marks)

(i). top-down/ decision-making/ flexible/ style/ company's/ slow/ the/ management/ made/ and

.....

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.....

(ii). very/ risks/ business/ great/ the/ be/ your/ starting/ can/ of/ own

.....

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(iii). she/ company/ 4 per cent/ stake/ acquired/ direct/ the/ a/ in

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(iv). Baltic/ their/ the/ from/ line/ mainly/ shipping/ operates/ ports

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(v). apartments/ submitted/ build/ the/ the/ the/ a/ company/ bid/ to/ contract/ for

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**Section B - English in Pragmatic/ Realistic Settings**

**Question 2**

**A. Identify the errors in the following sentences and rewrite correcting them. (10 Marks)**

**Example:** The issue is still *on* debate.      The issue is still *under* debate.

- (i). Everyone condemns to violence. ....
- (ii). We went there in last week. ....
- (iii).They asked from me. ....
- (iv).The manager scolds others seldom. ....
- (v). He always is late. ....
- (vi). Nuwan settles his dues never. ....
- (vii). You should abide the laws. ....
- (viii). Students mustn't copy, no? ....
- (ix). The statistics is wrong. ....
- (x). We are understanding customers. ....



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**B. Write the functions of the following expressions used in everyday language**

choosing from the box.

(10 Marks)

*possibility*, certainty, obligation, permission, past ability, no necessity, criticism, assumption, request, advice, law

*Example:* Smoking can cause cancer? [*possibility*]

- (i). You ought to be very careful when you invest money? .....
- (ii). The former manager could widen the product portfolio. ....
- (iii). The company shouldn't have spent so much on refurbishing. ....
- (iv). The new manager can't be a chartered accountant. ....
- (v). The HR officer must be an experienced man. ....
- (vi). The employees have to cooperate with the manager. ....
- (vii). The company must be registered before operations. ....
- (viii). Can I use your phone, please? .....
- (ix). Will you lend me two million rupees next month? .....
- (x). The manager should have treated the employees well. ....

**Section C - Comprehension**

**Question 3**

- I. Read the following passage and write whether the given statements are true, false or not given. (05 Marks)

The primary market is where investors buy new shares issued by a company. Shares can only be bought in the primary market, and the purchases are done directly from the issuing company at the initial price stated by the company itself. However, subsequent to the original issuance of shares in the primary market, trading of shares can be done by



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investors in the secondary market. The price of a share in the secondary market is called the market price. The market price of a share varies with time depending on the demand. For example, the price of a share in Alliance Limited Company increased from Rs.10 to Rs.20 in a year and subsequently after several years to Rs.28. Such increases and decreases in the price of a share occur in the secondary market, where investors are able to trade their shares.

- (a) The shares can be both bought and sold in the primary market. ....
- (b) The price stated by the issuing company is the initial price. ....
- (c) More than 50% of shares can be bought at the initial price. ....
- (d) The prices of shares can change in the secondary market. ....
- (e) Investors are able own companies buying more shares. ....

**II. Read the following description and underline the two correct statements. (05 Marks)**

It is crucial that at the outset of planning your research, you set the study into a framework that justifies the study and explains its structure or design. This framework is like a foundation for a house. It provides the essential support for the study components and also clarifies the context of the study for the reader, much like a house blueprint. By constructing this framework, you not only justify and explain the study to others but also check your own understanding of the need for the study, how the study is conceived, what knowledge it will add regarding the topic, and how the elements of the study design align with the problem identified for the study.



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One of the difficulties for new researchers in developing a framework for a study is that conceptual and theoretical frameworks are defined and described differently by different authors, and the definition of what is considered a study framework may vary by institution. Those definitions can be explored to provide a spectrum of understanding of conceptual and theoretical frameworks. Before exploring the various understandings of conceptual frameworks in depth, it is helpful to compare multiple definitions of the term. Some authors view conceptual and theoretical frameworks as synonymous. A conceptual framework provides the orientation to the study and assists both the researcher and the reader in seeing how the study contributes to the body of knowledge on the topic, how elements of the study align, and how the study design and methodology meet rigorous research standards. A conceptual framework may be defined broadly as theory or literature review, or it may be defined more narrowly as the factors and variables addressed in a study. (Maxwell, 2017; Miles, Huberman, & Saldana, 2014). Essentially, all definitions of conceptual framework provide a context for the study, but the scope of that context varies among authors.

Ravitch and Riggan (2017) presented the most comprehensive understanding of conceptual framework. Their main point was that a conceptual framework is an argument for the study and that argument has two parts. First, the argument establishes the importance of and intended audience for the study. Second, the argument demonstrates alignment among research questions, data collection and data analysis as well as the use of rigorous procedures to conduct the study. They posited that the conceptual framework both informs and describes the development of research questions, design selection, data collection, data analysis and presentation of findings.



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- (a) Although research framework helps to understand integral parts of research, it doesn't make the situation of the study clear.
- (b) Different authors have expressed different opinions on conceptual and theoretical frameworks.
- (c) A narrow definition of conceptual framework is literature review while a broader definition is the factors and variables that are investigated.
- (d) The explanation of the importance and the audience of a study and the alignment among all research components is the most comprehensive understanding of conceptual framework.

III. Read the article below about the successful delegation of work. Underline the best word or phrase to fill each gap from (a), (b), (c) or (d). (10 Marks)

#### Guidelines For Giving Presentations

Most presentations today depend on the use of some technology, such as a laptop computer linked to a projector. While this technology can help to (e.g.) -b- presentations better, it also has a (1)..... of getting in the way. As a general (2)....., it is better to (3)..... on the content of a presentation as a means of (4)..... your audience's attention, rather than relying on sophisticated equipment. Bear in mind that when an organization invites (5)..... for a contract, they may schedule four or five presentations from different companies on the same day. Each of these companies will probably be using the same computer graphics (6)..... and the same equipment. The chances are the presentations will be similar too. That's why the content and (7)..... of what you say are important. Think



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about what you want to say and how to say it as clearly as possible. As a first step, you need to (8)..... the main points you want to get across. Audiences are easily bored and tend to remember only the most entertaining, exciting or unusual ideas. Next create your materials, choosing the images for your presentation carefully. Remember you do not want to stop your audience from listening to you, nor do you want to (9)..... them. Finally. Make all the necessary arrangements for the equipment you need. If technology is to be an important (10)..... of your presentation, make sure you know how to use it properly and test it out beforehand.

*e.g.* (a). produce (b). make (c). construct (d). build

1. (a). behavior (b). habit (c). practice (d). routine
2. (a). method (b). law (c). rule (d). course
3. (a). focus (b). define (c). target (d). direct
4. (a). gaining (b). taking (c). collecting (d). acquiring
5. (a). requests (b). calls (c). bids (d). commands
6. (a). parcels (b). packets (c). bundles (d). packages
7. (a). design (b). system (c). structure (d). formation
8. (a). label (b). mark (c). identify (d). catalogue
9. (a). mislead (b). confuse (c). disorder (d). complicate
10. (a). share (b). role (c). function (d). element





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### Section D - Presenting Information

#### Question 4

A. Fill in the blanks in the following description of the given data with the correct verb from the bare infinitive given within brackets. (10 Marks)

Country	China	United States	Russia	Japan	India
Production (billion KWh)	5398	4099	1057	936.2	871
Consumption (billion KWh)	5322	3866	1038	856.7	698.8

The table *e.g. shows* (show) the top five countries for the production and consumption of electricity in 2020. Both the production and the consumption of electricity (1)..... (give) in kilowatts. China (2)..... (lead) the world in the production of electricity. The production of all five countries (3)..... (exceed) the consumption. The consumption of United States (4)..... (be) more than three times that of Russia. The highest amount of electricity (5)..... (consume) in China. In 2020, Japan (6)..... (produce) 1057 kilowatts while 871 kilowatts of electricity (7)..... (generate) in India. In 2020, there (8)..... (be) only 19 kilowatts difference between the production and consumption of electricity in Russia. The number of countries (9)..... (produce) more than 4000 kilowatts of electricity was only two. In conclusion, all the five countries need (10)..... (use) the full amount of electricity generated for their domestic requirements.

B. Summarize the information given in the table by selecting and reporting the main features and make comparisons where relevant. (10 Marks)





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**Section E - Business Writing**

**Question 5**

**A. In the conclusion of the following report, ten phrases or sentences are missing. Write the number of the missing phrases or clauses given separately in the blanks where they should fit in. (10 Marks)**

The Sri Lankan economy contracted by 3.6 percent in 2020 on year-on-year basis in the backdrop of unprecedented disturbances to socio-economic activities due to adverse impacts of Covid-19. The pandemic itself, ...e.g. (iv)... to contain the spread of pandemic dragged down the performance of economies all over the world and (a)..... Some of the business sentiment indices compiled by the Central Bank recorded their lowest values in 2020, particularly during the second quarter, (b)..... The pandemic situation severely affected economic activities for which physical engagement is vital, such as construction,



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manufacturing and transportation, in addition to the whole ecosystem built around the tourism industry. (c)..... caused the contraction in industry activities, while services activities were adversely affected (d)....., other personal services and accommodation, food and beverage services activities. Meanwhile, (e)..... largely due to the pandemic related disturbances, though the conducive policy environment supported the continuation of most agriculture activities even during the lockdown periods. Investment expenditure contracted in 2020, mainly due to (f)..... locally as well as globally, while consumption expenditure recorded a slower growth. External demand also weakened during the year (g)..... across geographies with the pandemic. However, the rationalization of non-essential imports curtailing the merchandise imports during the year, partly contributed to buffer (h)..... amidst the contraction in exports. In 2020, the national savings-investment gap as percentage of GDP narrowed on account of the considerable contraction in investment expenditure (i)..... during the year compared to 2019. In line with the adverse impact that the Covid-19 pandemic had on economic activities, the labor market exposed its long-term fragilities and vulnerabilities, deepening structural issues and inequalities further. Accordingly, resulting in a loss of family incomes, (j)..... in 2020, the highest since 2009.

*Write the number of the following missing phrase or statement in the blanks.*

- (i). the setback in construction and manufacturing activities
- (ii). on the grounds of a loss of growth momentum
- (iii). the unemployment rate increased to 5.5 per cent
- (iv). *together with related restrictions*
- (v). the uncertainty on the recovery timeline of the pandemic
- (vi). Sri Lanka was no exception
- (vii). though national savings recorded a decline of 3.6 per cent



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- (viii). agriculture activities also record a decline
- (ix). reflecting the adverse impact of the nationwide lockdown
- (x). the deterioration in net external demand
- (xi). predominantly due to the contraction in transportation

**B. You work as the marketing manager for a leading apartments-construction company. The management entrusted you with the task of writing a marketing proposal for the company. Write incorporating your ideas in a report that should follow the following format and content.**

(10 Marks)

*Introduction* - Paragraph 1

- the importance of a market research

Body - Paragraph 2

- building apartments in eco-friendly environments, yet closer to highways with improved infrastructure

Body - Paragraph 3

- choice of 2BR, 3BR (BR-Bed Rooms), maintain quality and appearance, affordable prices

Body - Paragraph 4

- importance of attracting Sri Lankans earning abroad

*Conclusion* - Paragraph 5

- suggest condominiums

- Condominium: an apartment building or group of houses in which each apartment/ house is owned by the person living in it but the shared areas are owned by everyone together





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Year I Semester II  
End Semester Examination  
ENGLISH LANGUAGE FOR BUSINESS II – MGHR/ MGBM 1010

- This paper consists of FIVE (05) questions on SIXTEEN (16) pages.
- Answer ALL questions.
- You may use appropriate graphs, diagrams, equation/s to prove or justify the answers.
- If you have any doubt as to the interpretation of the wording of a question, make your own decision, but clearly state it on the script.
- Write legibly.

Date: 2022.03.22

Pass mark: 40%

Time: 03 Hours

**Section A – Business Vocabulary/ Structures**

**Question 1**

**A. Underline the most appropriate word given within brackets. (10 Marks)**

- An idea suggested by a word in addition to its main meaning is called (denotation/ connotation).
- The actual object or idea to which a word refers is called (denotation/ connotation)
- Logistics is the practical (organization/ arrangement) that is needed to make a complicated plan successful when a lot of people and equipment are involved.
- A logistics firm was (purchased/ hired) for the deliveries.
- The federal (intervention/ interference) effectively terminated the strike.
- The case was (transferred/ referred) to a competent authority.
- Managing effective teams is a matter of (accomplishing/ achieving) synergy between the individual members.



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- (viii). Researchers around the world are (collaborating/ cooperating) to develop a new vaccine.
- (ix). The electronic library catalogue can be (accessed/ reached) from terminals all over the university.
- (x). Businesses often provide their products at a discount in order to acquire a (prospective/ potential) market.

**B. Put the words in the following sentences in the correct order. (10 Marks)**

(i). top-down/ decision-making/ flexible/ style/ company's/ slow/ the/ management/ made/ and

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(ii). very/ risks/ business/ great/ the/ be/ your/ starting/ can/ of/ own

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(iii). she/ company/ 4 per cent/ stake/ acquired/ direct/ the/ a/ in

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(iv). Baltic/ their/ the/ from/ line/ mainly/ shipping/ operates/ ports

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 .....

(v). apartments/ submitted/ build/ the/ the/ the/ a/ company/ bid/ to/ contract/ for

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**Section B - English in Pragmatic/ Realistic Settings**

**Question 2**

**A. Identify the errors in the following sentences and rewrite correcting them. (10 Marks)**

**Example:** The issue is still *on* debate.      The issue is still *under* debate.

- (i). Everyone condemns to violence. ....
- (ii). We went there in last week. ....
- (iii).They asked from me. ....
- (iv).The manager scolds others seldom. ....
- (v). He always is late. ....
- (vi). Nuwan settles his dues never. ....
- (vii). You should abide the laws. ....
- (viii). Students mustn't copy, no? .....
- (ix). The statistics is wrong. ....
- (x). We are understanding customers. ....



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**B. Write the functions of the following expressions used in everyday language**

**choosing from the box.**

**(10 Marks)**

*possibility*, certainty, obligation, permission, past ability, no necessity, criticism, assumption, request, advice, law

*Example:* Smoking can cause cancer? [*possibility*]

- (i). You ought to be very careful when you invest money? .....
- (ii). The former manager could widen the product portfolio. ....
- (iii). The company shouldn't have spent so much on refurbishing. ....
- (iv). The new manager can't be a chartered accountant. ....
- (v). The HR officer must be an experienced man. ....
- (vi). The employees have to cooperate with the manager. ....
- (vii). The company must be registered before operations. ....
- (viii). Can I use your phone, please? .....
- (ix). Will you lend me two million rupees next month? .....
- (x). The manager should have treated the employees well. ....

**Section C - Comprehension**

**Question 3**

- I. Read the following passage and write whether the given statements are true, false or not given. (05 Marks)

The primary market is where investors buy new shares issued by a company. Shares can only be bought in the primary market, and the purchases are done directly from the issuing company at the initial price stated by the company itself. However, subsequent to the original issuance of shares in the primary market, trading of shares can be done by



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investors in the secondary market. The price of a share in the secondary market is called the market price. The market price of a share varies with time depending on the demand. For example, the price of a share in Alliance Limited Company increased from Rs.10 to Rs.20 in a year and subsequently after several years to Rs.28. Such increases and decreases in the price of a share occur in the secondary market, where investors are able to trade their shares.

- (a) The shares can be both bought and sold in the primary market. ....
- (b) The price stated by the issuing company is the initial price. ....
- (c) More than 50% of shares can be bought at the initial price. ....
- (d) The prices of shares can change in the secondary market. ....
- (e) Investors are able own companies buying more shares. ....

**II. Read the following description and underline the two correct statements. (05 Marks)**

It is crucial that at the outset of planning your research, you set the study into a framework that justifies the study and explains its structure or design. This framework is like a foundation for a house. It provides the essential support for the study components and also clarifies the context of the study for the reader, much like a house blueprint. By constructing this framework, you not only justify and explain the study to others but also check your own understanding of the need for the study, how the study is conceived, what knowledge it will add regarding the topic, and how the elements of the study design align with the problem identified for the study.



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One of the difficulties for new researchers in developing a framework for a study is that conceptual and theoretical frameworks are defined and described differently by different authors, and the definition of what is considered a study framework may vary by institution. Those definitions can be explored to provide a spectrum of understanding of conceptual and theoretical frameworks. Before exploring the various understandings of conceptual frameworks in depth, it is helpful to compare multiple definitions of the term. Some authors view conceptual and theoretical frameworks as synonymous. A conceptual framework provides the orientation to the study and assists both the researcher and the reader in seeing how the study contributes to the body of knowledge on the topic, how elements of the study align, and how the study design and methodology meet rigorous research standards. A conceptual framework may be defined broadly as theory or literature review, or it may be defined more narrowly as the factors and variables addressed in a study. (Maxwell, 2017; Miles, Huberman, & Saldana, 2014). Essentially, all definitions of conceptual framework provide a context for the study, but the scope of that context varies among authors.

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- (a) Although research framework helps to understand integral parts of research, it doesn't make the situation of the study clear.
- (b) Different authors have expressed different opinions on conceptual and theoretical frameworks.
- (c) A narrow definition of conceptual framework is literature review while a broader definition is the factors and variables that are investigated.
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**III. Read the article below about the successful delegation of work. Underline the best word or phrase to fill each gap from (a), (b), (c) or (d). (10 Marks)**

### **Guidelines For Giving Presentations**

Most presentations today depend on the use of some technology, such as a laptop computer linked to a projector. While this technology can help to (e.g.) -b- presentations better, it also has a (1)..... of getting in the way. As a general (2)....., it is better to (3)..... on the content of a presentation as a means of (4)..... your audience's attention, rather than relying on sophisticated equipment. Bear in mind that when an organization invites (5)..... for a contract, they may schedule four or five presentations from different companies on the same day. Each of these companies will probably be using the same computer graphics (6)..... and the same equipment. The chances are the presentations will be similar too. That's why the content and (7)..... of what you say are important. Think



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about what you want to say and how to say it as clearly as possible. As a first step, you need to (8)..... the main points you want to get across. Audiences are easily bored and tend to remember only the most entertaining, exciting or unusual ideas. Next create your materials, choosing the images for your presentation carefully. Remember you do not want to stop your audience from listening to you, nor do you want to (9)..... them. Finally. Make all the necessary arrangements for the equipment you need. If technology is to be an important (10)..... of your presentation, make sure you know how to use it properly and test it out beforehand.

*e.g.* (a). produce (b). make (c). construct (d). build

1. (a). behavior (b). habit (c). practice (d). routine
2. (a). method (b). law (c). rule (d). course
3. (a). focus (b). define (c). target (d). direct
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5. (a). requests (b). calls (c). bids (d). commands
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9. (a). mislead (b). confuse (c). disorder (d). complicate
10. (a). share (b). role (c). function (d). element





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### Section D - Presenting Information

#### Question 4

A. Fill in the blanks in the following description of the given data with the correct verb from the bare infinitive given within brackets. (10 Marks)

Country	China	United States	Russia	Japan	India
Production (billion KWh)	5398	4099	1057	936.2	871
Consumption (billion KWh)	5322	3866	1038	856.7	698.8

The table *e.g. shows* (show) the top five countries for the production and consumption of electricity in 2020. Both the production and the consumption of electricity (1)..... (give) in kilowatts. China (2)..... (lead) the world in the production of electricity. The production of all five countries (3)..... (exceed) the consumption. The consumption of United States (4)..... (be) more than three times that of Russia. The highest amount of electricity (5)..... (consume) in China. In 2020, Japan (6)..... (produce) 1057 kilowatts while 871 kilowatts of electricity (7)..... (generate) in India. In 2020, there (8)..... (be) only 19 kilowatts difference between the production and consumption of electricity in Russia. The number of countries (9)..... (produce) more than 4000 kilowatts of electricity was only two. In conclusion, all the five countries need (10)..... (use) the full amount of electricity generated for their domestic requirements.

B. Summarize the information given in the table by selecting and reporting the main features and make comparisons where relevant. (10 Marks)



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The following table gives information on the Annual turnover and the production cost of SimSim Multinational Company in million rupees. Use Introduction-Body-Conclusion format.

Year	Annual Turnover			Production Cost		
	UPS	Batteries	Earphones	UPS	Batteries	Earphones
2020	700.9	250.3	250.2	600.5	125.2	50.8
2021	701.7	500.6	200.1	650.3	250.3	60.7

Write at least 150 words.

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**Section E - Business Writing**

**Question 5**

**A. In the conclusion of the following report, ten phrases or sentences are missing. Write the number of the missing phrases or clauses given separately in the blanks where they should fit in.**

(10 Marks)

The Sri Lankan economy contracted by 3.6 percent in 2020 on year-on-year basis in the backdrop of unprecedented disturbances to socio-economic activities due to adverse impacts of Covid-19. The pandemic itself, ...*e.g. (iv)*... to contain the spread of pandemic dragged down the performance of economies all over the world and (a)..... Some of the business sentiment indices compiled by the Central Bank recorded their lowest values in 2020, particularly during the second quarter, (b)..... The pandemic situation severely affected economic activities for which physical engagement is vital, such as construction,



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manufacturing and transportation, in addition to the whole ecosystem built around the tourism industry. (c)..... caused the contraction in industry activities, while services activities were adversely affected (d)....., other personal services and accommodation, food and beverage services activities. Meanwhile, (e)..... largely due to the pandemic related disturbances, though the conducive policy environment supported the continuation of most agriculture activities even during the lockdown periods. Investment expenditure contracted in 2020, mainly due to (f)..... locally as well as globally, while consumption expenditure recorded a slower growth. External demand also weakened during the year (g)..... across geographies with the pandemic. However, the rationalization of non-essential imports curtailing the merchandise imports during the year, partly contributed to buffer (h)..... amidst the contraction in exports. In 2020, the national savings-investment gap as percentage of GDP narrowed on account of the considerable contraction in investment expenditure (i)..... during the year compared to 2019. In line with the adverse impact that the Covid-19 pandemic had on economic activities, the labor market exposed its long-term fragilities and vulnerabilities, deepening structural issues and inequalities further. Accordingly, resulting in a loss of family incomes, (j)..... in 2020, the highest since 2009.

*Write the number of the following missing phrase or statement in the blanks.*

- (i). the setback in construction and manufacturing activities
- (ii). on the grounds of a loss of growth momentum
- (iii). the unemployment rate increased to 5.5 per cent
- (iv). *together with related restrictions*
- (v). the uncertainty on the recovery timeline of the pandemic
- (vi). Sri Lanka was no exception
- (vii). though national savings recorded a decline of 3.6 per cent



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- (viii). agriculture activities also record a decline
- (ix). reflecting the adverse impact of the nationwide lockdown
- (x). the deterioration in net external demand
- (xi). predominantly due to the contraction in transportation

**B. You work as the marketing manager for a leading apartments-construction company. The management entrusted you with the task of writing a marketing proposal for the company. Write incorporating your ideas in a report that should follow the following format and content.**

(10 Marks)

*Introduction* - Paragraph 1

- the importance of a market research

Body - Paragraph 2

- building apartments in eco-friendly environments, yet closer to highways with improved infrastructure

Body - Paragraph 3

- choice of 2BR, 3BR (BR-Bed Rooms), maintain quality and appearance, affordable prices

Body - Paragraph 4

- importance of attracting Sri Lankans earning abroad

*Conclusion* - Paragraph 5

- suggest condominiums

- Condominium: an apartment building or group of houses in which each apartment/ house is owned by the person living in it but the shared areas are owned by everyone together





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Lined writing area consisting of approximately 28 horizontal dotted lines.

