

KATHMANDU UNIVERSITY
End Semester Examination
August/September, 2017

Marks Scored:

AUG 30 2017

Level : B. Pharm.
Year : III

Course : MGTS 302
Semester : II

Exam Roll No. :

Time: 30 mins.

F. M. : 20

Registration No.:

Date :

SECTION "A"

[20Q × 1 = 20 marks]

Choose the most appropriate answers for the following:

- An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be :
 - efficient and effective
 - increasing efficiency
 - increasing effectiveness
 - concerned with inputs
- A French industrialist who identified the basic management functions.
 - Weber
 - Taylor
 - Herzberg
 - Fayol
- Mentoring is primarily associated with the management function of :
 - Planning
 - Organizing
 - Leading
 - Controlling
- Which of the following is true concerning technical and managerial skills?
 - Human skills and technical skills remain equally important as manager's move to higher levels.
 - Technical-skill needs remain necessary and human skills decrease as manager's move to higher levels.
 - Human skills remain necessary and technical-skill needs decrease as manager's move to higher levels.
 - Both human-skill and technical-skill needs decrease as manager's move to higher levels.
- A Technical skills include :
 - knowledge of and efficiency in a certain specialized field
 - knowledge of and proficiency in a certain specialized field
 - knowledge of and interest in a general field of endeavor
 - skill in and proficiency in a certain specialized field
- The most important work of an organization is creating a work environment
 - that is safe and well-lit for the employees to be able to see
 - that is a clean and a friendly place to work
 - in which organizational members can do their work to the best of their ability and the organization can achieve its goals
 - that their suppliers like to provide inputs for and their customers like to purchase the outputs
- One could say that Fayol was interested in studying _____ management issues, whereas Taylor was interested in studying _____ management issues.
 - micro; macro
 - macro; micro
 - micro; micro
 - macro; macro
- Which of the following must be present in order to initiate the decision-making process?
 - plenty of time
 - pressure to act
 - a lack of authority
 - a lack of resources

9. The quality of the planning process and the appropriate implementation of the plans probably:
 - a. don't contribute to high performance nearly as much as the extent of planning
 - b. contribute more to high performance than does the extent of planning
 - c. contribute less to high performance than does the extent of planning
 - d. should be studied more to factually determine which contributes the most
10. In an uncertain environment, managers want to develop plans that are:
 - a. flexible but manageable
 - b. specific and long ranging
 - c. directional but flexible
 - d. specific but flexible

From a given scenario, answer the questions from 11-15.

Robert Downs has just completed a Master of Science degree in Computer Science at Major State University. He now wants to begin a new Internet business selling his services as a Web site maker for companies in his home city, St. Louis. He estimates that within 1 year, if his business idea is a success, that, at a minimum, he will be employing 10 programmers and 2 analysts.

11. To make his business successful, he will first have to develop which type of plans?
 - a. operational plans
 - b. specific plans
 - c. directional plans
 - d. strategic plans
12. To clarify how the overall goals are to be achieved, he will have to develop which type of plans?
 - a. operational plans
 - b. specific plans
 - c. directional plans
 - d. strategic plans
13. To provide the programmers and analyst general guidelines about the efficiencies that are desired, he will have to develop which type of plans?
 - a. operational plans
 - b. specific plans
 - c. directional plans
 - d. strategic plans
14. Which departmentalization is used more in recent years to better monitor the needs of customers and to respond to changes in those needs?
 - a. Needs-based
 - b. Functional
 - c. Process
 - d. Customer
15. A(n) _____ organization is able to change rapidly as needs require.
 - a. organic
 - b. horizontal
 - c. vertical
 - d. mechanistic

From a given scenario, answer the questions from 16-19.

Michelle is a registered nurse in charge of a new unit at her hospital. She would like to have a more laid-back approach in dealing with her new staff, but the hospital demands that there be strict hierarchical levels and that all decisions must be signed off by Michelle. Sometimes this drives Michelle nuts the constant filling out of forms, and so forth. She also feels that the numerous levels of hierarchy are unnecessary and place barriers between herself and her staff. She isn't sure why things have to be so "organized" and is thinking about speaking with her boss to attempt changing her unit to have more flexibility and fewer rules.

16. Michelle is very concerned about the formal framework by which job tasks within her nursing unit are divided, grouped, and coordinated within her unit. This framework is known as the unit's _____.
 - a. formal organizational chart
 - b. organizational structure
 - c. staff
 - d. span of control
17. Michelle's unit specializes in cardiology cases. Dividing work units up in such a manner is most representative of _____ departmentalization.
 - a. functional
 - b. product
 - c. process
 - d. customer

AUG 30 2017

18. Michelle is required to sign off on all decisions, suggesting the hospital has what kind of decision-making authority?
a. centralized b. formal c. autocratic d. strict
19. Michelle has noticed that everyone is very concerned about the line of authority within the organization. The line of authority within the organization is also called a(n)
a. responsibility b. chain of command
c. span of control d. organizational strategy
20. _____ is an approach to designing control systems in which employee behaviors are regulated by the shared values, norms, traditions, rituals, beliefs, and other aspects of the organization's culture.
a. Bureaucratic control b. Clan control
c. Feed forward control d. Concurrent control



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F. M. : 55

SECTION "B"

[7Q × 5 = 35 marks]

Attempt *ANY SEVEN* questions:

1. Is your course instructor a manager? Discuss in terms of managerial functions, managerial roles, and skills.
2. Describe a decision you have made that closely assigns with the assumption of perfect rationality. Compare the decision with the process you used to select your University or College. Did you depart from the rational model in your college decision? Briefly explain.
3. How do systems theory and the contingency approach make managers better at what they do?
4. All of us bring biases to the decisions we make. What would be the drawbacks of having biases? Could there be any advantages to having biases? Explain. What are the implications for managerial decision making?
5. Daily we are involved in planning directly or indirectly. What types of planning do you do in your personal life? Describe these plans in terms of being (a) strategic or operational, (b) short term or long term, and (c) specific or directional.
6. Discuss some contemporary communication issues facing managers and list out the factors that acts as barriers for effective communication.
7. Discuss the various types of tools used to monitor and measure organizational performance.
8. Describe the characteristics and behaviors of someone you consider to be an ethical person. How could the types of decisions and actions this person engages in be encouraged in a workplace?
9. Why do you think managers have difficulty in delegating? What can be done to overcome these difficulties?

SECTION "C"

[2Q × 10 = 20 marks]

Attempt *ANY TWO* questions:

10. Discuss the traditional and contemporary views of each of the six key elements of organizational design.
11. Study the given case and answer the questions given:
You are the head of a large department and several supervisors report to you. Recently you were confronted with a knotty problem. It seems that one of the supervisors had gotten into a loud and disagreeable argument with an employee. You called the supervisor to your office to hear his story. The supervisor admitted losing his temper and shouting at the employee, but he believed it was justified. He had been observing the employee over the year the man had been with the company.

During this period the employee had been frequently late, and his absentee rate was above average. In addition, the supervisor went on to say that the employee was a socializer on the job, frequently leaving his work to talk to other employees and to use the telephone for personal calls. The supervisor then said that the proverbial last straw caused his outburst. The employee had come in late, and after about an hour of work he made a telephone call which the supervisor had timed as lasting 14 minutes. The supervisor then started his tirade. The employee denied being on the telephone that long, the supervisor called him a liar, and they continued the vituperative exchange which ended when you called the supervisor to your office.

After listening to the supervisor, you asked him if he had disciplined the employee before, since apparently he had a poor record. You also asked if the employee had been placed on probation or had been warned. The supervisor looked at you sheepishly and seemed reluctant to answer. You pressed him, for an answer, and he finally blurted out that he was afraid to discipline the employee because he was black. He stated that the impression he had from you and higher management was that black employees should be given special treatment so that they would feel welcome and not discriminated against. He felt the company wanted to impress the public with its forward-looking employment practices and didn't want any trouble with the black community. As a result, he was lax in discipline and had kept a hands-off approach with all black employees until his outburst. He said he couldn't stand it anymore, and the 14-minute telephone call caused him to lose his temper.

Questions.

- a. Why would a supervisor find it difficult to communicate with a black employee?
- b. Could the company have done anything to offset the misunderstanding the supervisor apparently had about the treatment of black employees?
- c. To what extent did the supervisor's lack of communication encourage the employee to think his behavior was satisfactory?
- d. What would you now tell the supervisor?

12. Study the given case (**Baggage Blunders**) and answer the questions given:

Terminal 5 (T5), built by British Airways for \$8.6 billion, is London Heathrow Airport's newest state of the art facility. Made of glass, concrete, and steel, it's the largest free standing building in the United Kingdom and has more than 10 miles of belts for moving luggage. At the terminal's unveiling in March of 2008, Queen Elizabeth II called it a "twenty first century gateway to Britain." Alas.... The accolades didn't last long! After two decades in planning and 100 million hours in manpower, opening day didn't work out as planned. Endless lines and major baggage handling delays led to numerous flight cancellations stranding many irate passengers. Airport operators said the problems were triggered by glitches in the terminal's high tech baggage handling system.

With its massive automation features, T5 was planned to ease congestion at Heathrow and improve the flying experience for the 30 million passengers expected to pass through it annually. With 96 self-service check in kiosks, more than 90 fast check in bag drops, 54 standard check-in desks, and miles of suitcase moving belts estimated to be able to process 12,000 bags per hour, the facility's design seemed to support those goals.

However, within the first few hours of the terminal's operation, problems developed. Presumably under staffed, baggage workers were unable to clear incoming luggage fast enough. Arriving passengers waited more than an hour for their bags. Departing passengers tried in vain to check in for flights. Flights left with empty cargo holds. Sometime on day one, the airline checked in only those passengers with no luggage. And it didn't help that the moving belt system jammed at one point. Lesser problems also became apparent: a few broken escalators, some hand dryers that didn't work, a gate that wouldn't function at the new Underground station, and inexperienced ticket sellers who didn't know the fares between Heathrow and various stations on the Piccadilly line. By the end of the first full day of operation, Department of Transportation released a statement calling for British Airways and the airport operator BAA to "work hard to resolve these issues and limit disruptions to passengers"

You might be tempted to think that all of this could have been prevented if British Airways had only tested the system. But through runs of all systems "from toilets to check in and seating" took place before opening, including four full scale test runs using 16,000 volunteers.

Although T5's debut was far from perfect, things have certainly changed. A recent customer satisfaction survey showed that 80 percent of passengers waited less than five minutes check in. It's a nice ending to the chaotic beginning.

Questions:

- a. What type of control- feed forward, concurrent or feedback- do you think would be most important in this situation? Explain your choice.
- b. How might immediate corrective action have been used in this situation? How about basic corrective actions?
- c. Could British Airways' controls have been more effective? How?
- d. What role would information controls play in this situation? Customer interaction controls? Benchmarking?

