

KATHMANDU UNIVERSITY  
End Semester Examination  
August, 2018

Mark Scored:

Level : B. Pharm.

Year : III

Exam Roll No. :

Time: 30 mins.

Course : MGTS 302

Semester: II

F. M. : 20

Registration No.:

Date **AUG 12 2018**

SECTION "A"

[20 Q. × 1 = 20 marks]

Choose the most appropriate answers for the following:

1. The leader who sets challenging goals and expects followers to perform at their highest level is:
  - a. Directive leader
  - b. Supportive leader
  - c. Participative leader
  - d. Achievement oriented leader
  
2. Management style of leader who is highly concerned about production and less concern about people is:
  - a. Team management
  - b. Impoverished Management
  - c. Task management
  - d. Country club management
  
3. Which ratio measures how many times the organization is able to meet its interest expenses?
  - a. Times interest earned
  - b. Debt to assets
  - c. Inventory turnover ratio
  - d. Profit margin on sales
  
4. Plans that are clearly defined and leave no room for interpretations are called:
  - a. Operational plans
  - b. Specific plans
  - c. Standing plans
  - d. Strategic plans
  
5. Which of the following is not the decisional role as pointed by Mintzberg?
  - a. Disseminator
  - b. Entrepreneur
  - c. Resource allocator
  - d. Negotiator
  
6. Quantification of goals is required because:
  - a. Without quantification no work can be done
  - b. When goals are quantified it is possible to verify unambiguously whether they have been fulfilled
  - c. Goals have to be quantified for a good system
  - d. It facilitates designing a good system
  
7. Contingency theory suggests which of the following as a limitation of classical management theory?
  - a. Management approaches need to take into account the informal social life of workers at work.
  - b. Management approaches need to take into account complexity and instability in the environment.
  - c. Everything is contingent upon the workers in an organization.
  - d. Management practices need to recognize stability in the environment.

8. When an automobile manufacturer is careful to purchase only the highest-quality raw materials to be used in production, this is an example of which kind of control?
  - a. Concurrent
  - b. Feed forward
  - c. Feedback
  - d. Statistical
9. When a problem is addressed according to the positive or negative context in which it is presented, this is an example of which of the following?
  - a. Framing error
  - b. Escalation of commitment
  - c. Availability heuristics
  - d. Strategic opportunism
10. What is a firm's engaging in social actions in response to some popular social need called?
  - a. Social responsiveness
  - b. Social responsibility
  - c. Social obligation
  - d. Social involvement
11. A procedure \_\_\_\_\_.
  - a. is an explicit statement detailing exactly how to deal with a decision
  - b. is a series of interrelated sequential steps to respond to a structured problem
  - c. is a set of guidelines that channel a manager's thinking in dealing with a problem
  - d. allows a manager to use broad decision-making authority
12. Under bounded rationality, you would be expected to search for a job by \_\_\_\_\_.
  - a. looking at all the opportunities that can be analyzed in the time available
  - b. looking at all the opportunities available
  - c. looking "outside the box" in your search
  - d. analyzing all the opportunities until you find the perfect job

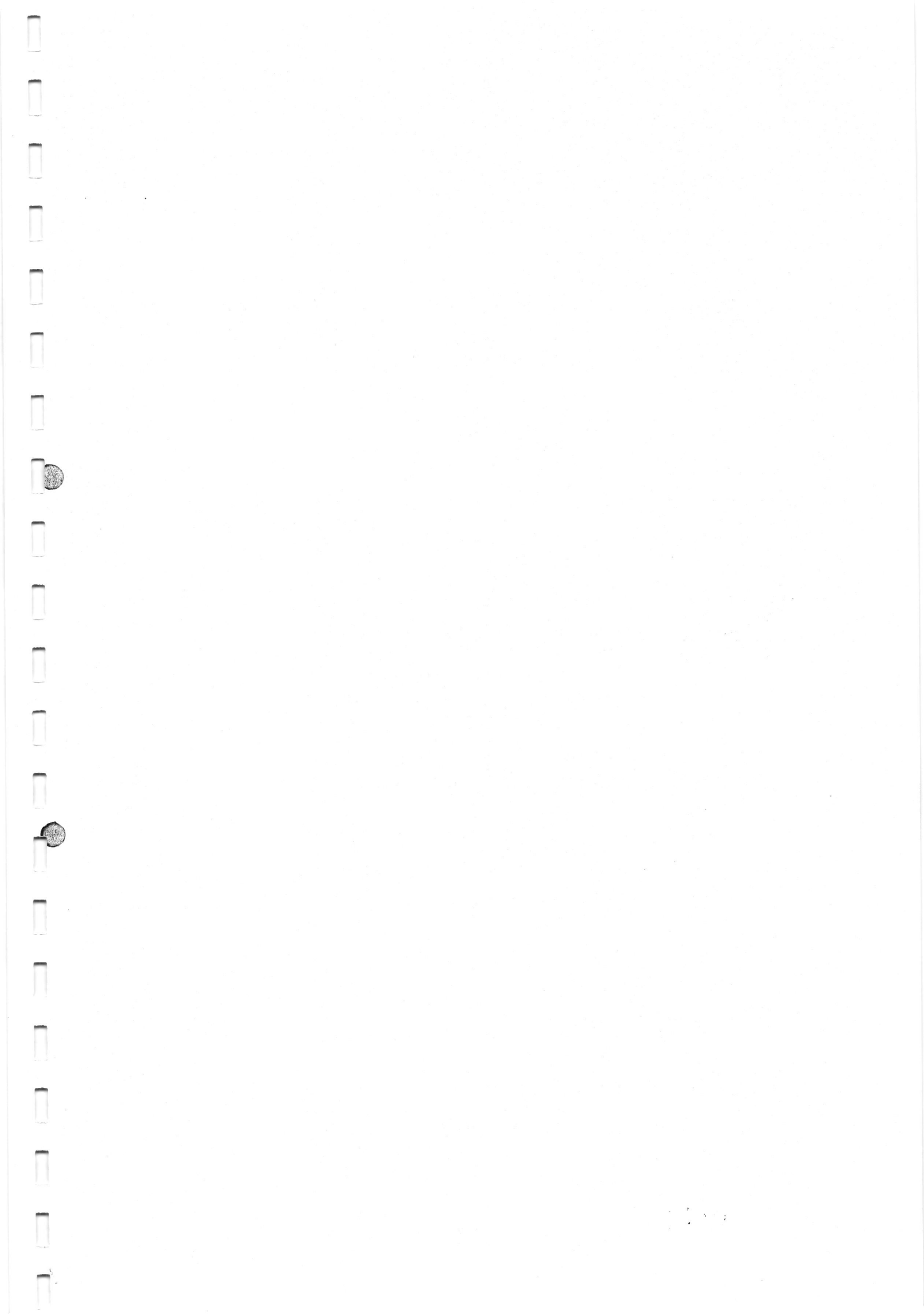
**From a given scenario, answer the questions from 13-17**

#### **A-Z Planning**

Organizations ABC and XYZ are both in the same industry and vie for the same set of customers in the marketplace. Within ABC, the plans are made at the top level of management each year and then are formulated for and announced to each of the mid-level and first-level managers. At XYZ, the plans are made at the top and then those managers meet with their subordinates at the next level and mutually agreed-to goals are established with them. The mid-level managers then meet with their first-level managers and mutually agreed-to goals are established with them. The first-level managers then meet with each of their employees and mutually agreed-to goals are established with them.

13. Because these plans only cover a 1-year period, they are considered to be which type of plans?
  - a. Operational plans
  - b. Specific plans
  - c. Directional plans
  - d. Strategic plans
14. The planning approach used at the ABC organization is which of the following?
  - a. Management by Objectives
  - b. Directional planning
  - c. Specific planning
  - d. Traditional planning
15. The planning approach used at the XYZ organization is which of the following?
  - a. Directional planning
  - b. Management by Objectives
  - c. Traditional planning
  - d. Specific planning

16. Which organization is most likely to have the highest employee performance and organizational productivity?
- Neither, as they are both in the same industry and facing the same environments.
  - Organization ABC, because the plans are formulated by management for each level of the organization.
  - Organization XYZ, because the employees participated in the planning process and know specifically what their objectives are.
  - Neither, because the hierarchy of organizational goals is clearly defined at each level.
17. Assuming company XYZ's hierarchy of goals are clearly defined, the resulting integrated network of goals is also called \_\_\_\_\_.
- unity of command
  - a means-end chain
  - management by objectives
  - hierarchical command
18. Which of the following are key components of a Total Quality Management system?
- Individual responsibility, incremental improvement, use of raw data
  - Collective responsibility, continual improvement, use of raw data
  - Group responsibility, staged improvement, knowledge
  - Involves everyone, continual improvement, use of data and knowledge
19. When a manager uses e-mail to send a message that is better delivered in person, the communication process suffers from which of the following?
- Semantic problems
  - A poor choice of communication channel
  - Physical distractions
  - Information overload
20. What is a philosophy of management that is driven by continuous improvement to meet the customer needs and expectations called?
- Total Quality Management
  - Customer Management
  - Management of Customer Expectation
  - Philosophy of need management



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SECTION "B"

[5Q × 7 = 35 marks]

Attempt *ANY FIVE* questions:

1. Many Nepalese organizations are involved in the Corporate Social Responsibility (CSR) activities. Explain some CSR activities of organizations which have inspired you. If CSR activity has failed to inspire you and even you are against the CSR activities, justify why organizations should not be socially involved?
2. Suppose your University is going to organize Mega Event. Analyzing your potential you are appointed as Event coordinator of Mega Event. In this context, develop the most favorable organizational structure and design which help to execute the event successfully.
3. Few years back, during the press conference to announce NOKIA being acquired by Microsoft, Nokia CEO, Stephen Elop ended his speech saying this "we didn't do anything wrong, but somehow, we lost". Explain the possible causes for the NOKIA's failure at that time.
4. According to Hersey and Blanchard's situational leadership theory, explain how R1, R2, R3 and R4 type of people should be treated as a leader.
5. How can an approach in which we say "it depends on the situation" be useful to managers? Explain.
6. Is there a difference between wrong decisions and bad decisions? Why do managers sometimes make wrong decisions? Bad decisions? How can managers improve their decision making skills?
7. Explain some of the decision making biases and errors and explains their possible consequences.

SECTION "C"

[2Q × 10 = 20 marks]

Attempt *ANY TWO* questions:

8. Nepal Airlines Corporation's second wide-body aircraft landed at the Tribhuvan International Airport on July 26, 2018. The A330-200 jet with the registration mark 9N-ALZ has been named Makalu. The arrival of the new aircraft has put the national flag carrier in the company of long-haul airlines. Powered by Rolls-Royce Trent 700 engines, the jet has a capacity of 274 passengers in two class cabin configuration, including 18 in business class. The NAC had brought its first long-range A330-200 jet in Kathmandu on June 28. The arrival of two wide-body jets has been described as a 'game-changing event', allowing the NAC to compete with other international players on long-haul routes in Europe, Japan and beyond. Some stakeholders claimed that increasing number of airbus alone cannot help to increase the efficiency and

effectiveness of NAC. In light of this context, explain what management reforms are possible to revitalize NAC based on planning, organizing, leading and controlling to increase brand image, profit and overall efficiencies of NAC.

9. Suppose you are offered to be General Manager of any service organization of Nepal. After gathering preliminary information you came to know that organization should be renovated in terms of objectives and plans. You accepted the proposal of Manager and plan to reform the organization by changing the objective/s and plan/s of the organization. In this context, explain the nature of the organization you wish to form along with the objective/s. Also, explain the different types of plan based on breadth, time frame, specificity and frequency of use which helps to meet the objective/s and goal of the organization.
10. Describe an organization using the systems approach. Explain how the systems approach helps us understand management.