

KATHMANDU UNIVERSITY  
End Semester Examination [C]  
November/December, 2023

Marks Scored:

Level : B.Pharm.

Year : III

Course : MGTS 302

Semester : II

Exam Roll No. :

Time: 30 mins.

F. M. : 10

Registration No.:

Date

4 DEC 2023

SECTION "A"

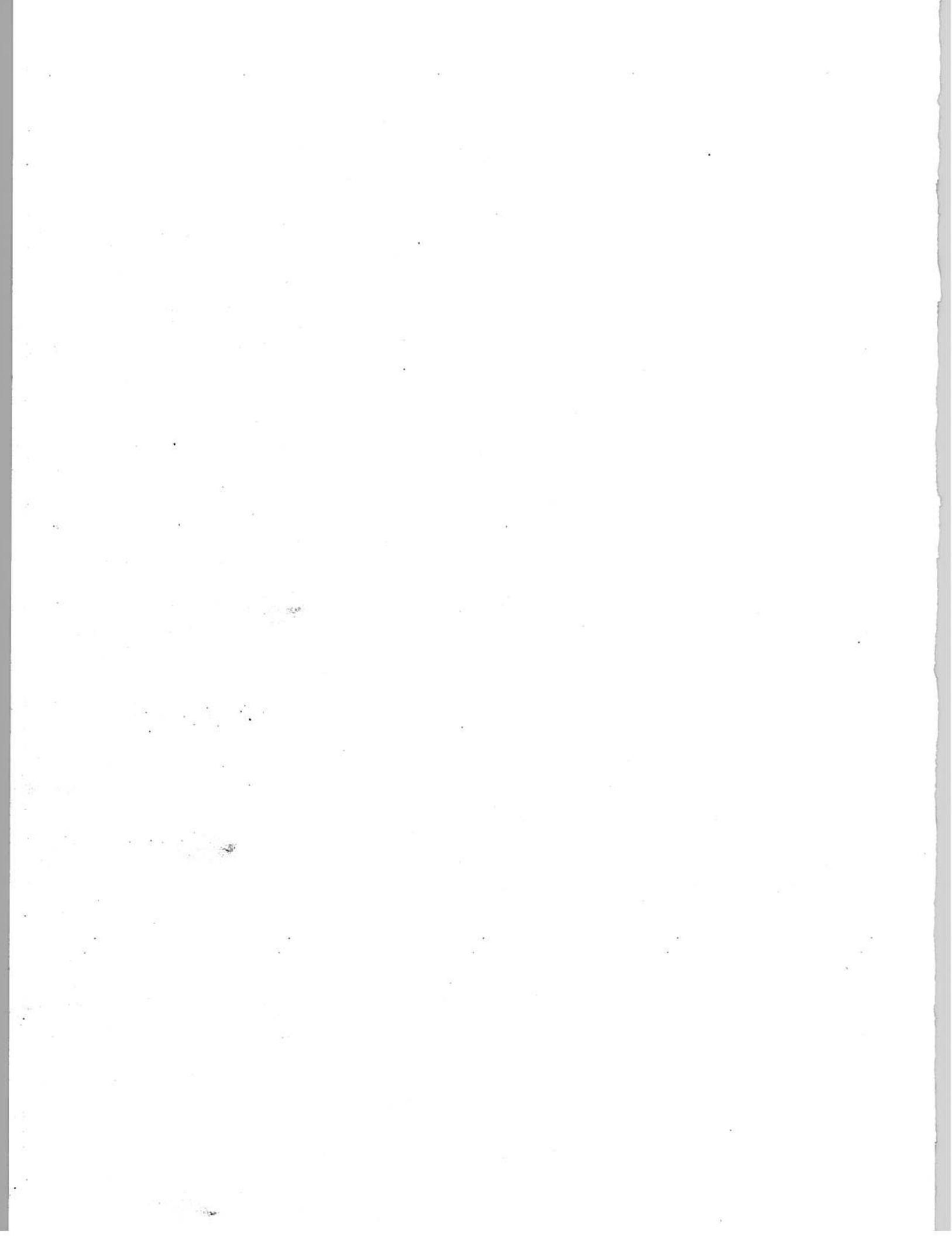
[20 Q. × 0.5 = 10 marks]

Choose and encircle the most appropriate option.

- \_\_\_\_\_ may have titles such as regional manager, project leader, store manager, or division manager.
  - First-line managers
  - Middle-level managers
  - Top-level managers
  - Line managers
- As first-level managers, supervisors are responsible for
  - developing company plans
  - designing new products and services
  - day-to-day operations of the business
  - devise long-term plans and strategies
- Because managers deal with scarce inputs - including resources such as people, money, and equipment - they are concerned with the \_\_\_\_\_ use of those resources by getting things done at the least cost.
  - efficient
  - effective
  - optimal
  - productive
- According to Robert L. Katz, managers need three critical skills in managing:
  - technical, human, and conceptual
  - human, conceptual, and political
  - conceptual, human, and interpersonal
  - technical, conceptual, and social
- Managers typically perform the managerial functions in the following order:
  - organizing, planning, controlling, leading
  - organizing, leading, planning, controlling
  - planning, organizing, leading, controlling
  - planning, organizing, controlling, leading
- \_\_\_\_\_ involves defining goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate the work needed to achieve the goals.
  - Planning
  - Organizing
  - Leading
  - Controlling
- Which one of the following statements is **CORRECT**?
  - Morality is concerned with how a moral person should behave as opposed to what is simply correct or effective.
  - Whether a manager acts ethically or unethically is the result of interactions between the manager's stage of moral development and the organization's culture.
  - Ethical dilemmas occur when an institutional set of ethics conflicts with one's personal moral code.
  - Moral code exert influence over our attitudes, and attitudes influence our behaviour.

8. An approach in which specific performance goals are jointly determined by employees and their managers, progress toward accomplishing these goals is periodically reviewed, and rewards are allocated on the basis of this progress is referred to as:
- a. participative management
  - b. consultative management
  - c. management by objective
  - d. democratic management
9. A manager who discusses possible solutions with employees and seeks their advice before making a decision is a
- a. democratic leader
  - b. autocratic leader
  - c. open leader
  - d. situational leader
10. The number of employees that any one manager supervises directly is the
- a. span of control
  - b. unity of command
  - c. division of work
  - d. assignment of responsibility and authority
11. The final step managers take in the controlling process is
- a. establishing performance standards for company goals
  - b. measuring performance using established standards
  - c. establishing new goals
  - d. taking corrective action when standards are not met
12. Which one of the following is NOT among the key elements of organizational design?
- a. Work specialization
  - b. Chain of command
  - c. Unity of command
  - d. Span of management control
13. \_\_\_\_\_ helps the employees answer questions such as “who do I go to if I have a problem?” or “to whom am I responsible?”
- a. Chain of command
  - b. Unity of direction
  - c. Delegation of authority
  - d. Responsibility and accountability
14. Top managers of most organizations typically put a great deal of thought into designing an appropriate structure, which is dependent on four contingency variables:
- a. the organization’s strategy, size, technology, and degree of environmental uncertainty.
  - b. the organization’s competitive advantage, size, technology, and complexity.
  - c. the organization’s size, technology, resources and degree of environmental uncertainty.
  - d. the organization’s technology, production capacity, formalization, and strategy.
15. If one or more vacancies exist, HR managers can use the information gathered through job analysis to guide them in \_\_\_\_\_ - that is, the process of locating, identifying, and attracting capable applicants.
- a. recruitment
  - b. selection
  - c. staffing
  - d. human resource planning

16. Which one of the following statement of **NOT CORRECT** about leadership and management?
- a. Leaders cope with change so as to transform organizations, while managers cope with the complexity of keeping organizations running effectively and efficiently.
  - b. As organizations deal with much more rapid change, management and leadership are seen as integrated roles rather than separate functions.
  - c. Not all leaders have the capabilities or skills of effective managers, and thus not all leaders should be managers.
  - d. Both managers and leaders are appointed to their positions. They have formal authority; this authority gives them their ability to influence employees.
17. According to Herzberg's theory, intrinsic factors are related to \_\_\_\_\_, whereas extrinsic factors are related to \_\_\_\_\_.
- a. job satisfaction; job dissatisfaction
  - b. motivation; job satisfaction
  - c. job satisfaction and motivation; job dissatisfaction
  - d. job satisfaction and productivity; motivation
18. Which one of the following theory of motivation postulates that the opposite of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction?"
- a. Maslow's hierarchy of needs
  - b. Herzberg's two-factor theory
  - c. McClelland's theory of needs
  - d. Adam's equity theory
19. \_\_\_\_\_ is a measure of how appropriate organizational goals are and how well an organization is achieving those goals. It is a common performance measure used by managers in designing strategies, work processes, and work activities, and in coordinating the work of employees.
- a. Organizational effectiveness
  - b. Organizational efficiency
  - c. Organizational performance
  - d. Organizational productivity
20. When managers use management by walking around, a term used to describe a manager who is out in the work area and interacting directly with employees, they are using \_\_\_\_\_.
- a. feedforward control
  - b. concurrent control
  - c. feedback control
  - d. bureaucratic control



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SECTION "B"  
[6Q. × 4 = 24 marks]

Attempt *ANY SIX* questions.

1. In what fundamental ways are the basic goals of all managers at all levels and in all kinds of enterprises the same?
2. Describe in brief four common activities under the functions approach to management.
3. "Organizations that fail to plan are planning to fail." Do you agree or disagree with this statement? Explain your position.
4. Explain the concept of bounded rationality and satisficing in decision making.
5. Contrast lower-order and higher-order needs in Maslow's needs hierarchy.
6. "The boundaryless organization has the potential to create a major shift in the way we work." Do you agree or disagree with this statement? Explain.
7. Do you think that most managers in real life use a contingency approach to increase their leadership effectiveness? Discuss.

SECTION "C"  
[2 Q × 8 = 16 Marks]

Attempt *ANY TWO* questions.

8. Describe the major contributions of Federick Taylor, Henri Fayol, and Max Weber in the field of management.
9. Compare and contrast mechanistic and organic models of organizational structure.
10. What do you understand by transformational leadership? Explain with relevant examples how such leadership differ from charismatic leadership.

