

KATHMANDU UNIVERSITY  
End Semester Examination  
June/July, 2023

Mark Scored:

Level : B.Pharm.  
Year : III

Course : MGTS 302  
Semester : II

Exam Roll No. : Time: 30 mins.

F. M. : 10

Registration No.:

Date : 26 JUN 2023

SECTION "A"

[20Q × 0.5 = 10 marks]

*Encircle the most appropriate option.*

1. Which one of the following statements is **NOT CORRECT** about a manager?
  - a. A manager is someone who works with or through other people by coordinating their work activities in order to accomplish organizational goals.
  - b. A manager is someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.
  - c. A manager's job is not about personal achievement—it's about helping others do their work.
  - d. A manager's job could involve coordinating the work activities of a team with people from different departments or even people outside the organization, such as temporary employees or individuals who work for the organization's suppliers.
  
2. Middle managers manage the work of first-line managers and can be found between the lowest and top levels of the organization. They may have titles such as:
  - a. supervisors, shift managers, district managers, department managers, or office managers.
  - b. regional manager, project leader, store manager, or division manager.
  - c. executive vice president, president, managing director, chief operating officer, or chief executive officer.
  - d. departmental managers, project leader, store manager, or executive vice president
  
3. Three common characteristics of an organization include:
  - a. people, process, technology
  - b. purpose, people, structure
  - c. departmentalization, formalization, structure
  - d. people, structure, division of work
  
4. Whereas \_\_\_\_\_ is concerned with the means of getting things done, \_\_\_\_\_ is concerned with the ends, or attainment of organizational goals.
  - a. efficiency; effectiveness
  - b. effectiveness; efficiency
  - c. performance; productivity
  - d. productivity; performance

5. Which one of the following statements is **NOT CORRECT**?
- As managers engage in planning, they set goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate activities.
  - When managers are involved in staffing, they determine what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.
  - When managers motivate subordinates, help resolve work group conflicts, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues, they're leading.
  - Management function that involves monitoring, comparing, and correcting work performance is referred to as controlling.
6. \_\_\_\_\_ focused more on what managers do and what constituted good management practice.
- Classical management theories
  - Scientific management
  - General administrative theory
  - Human relations theory
7. The line of authority from top management to the lowest ranks is the \_\_\_\_\_
- scalar chain
  - unity of command
  - unity of direction
  - esprit de corps
8. A bureaucracy is a form of organization characterized by:
- division of labor, a clearly defined hierarchy, detailed rules and regulations, and interpersonal relationships
  - division of labor, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationships
  - division of labor, delegation of authority, detailed policies and procedures, and impersonal relationships
  - division of labor, delegation of authority, detailed policies and procedures, and interpersonal relationships
9. 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.
10. A more realistic approach to describing how managers make decisions is the concept of \_\_\_\_\_, which says that managers make decisions rationally, but are limited by their ability to process information.
- bounded rationality
  - satisficing
  - escalation of commitment
  - intuitive decision making

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11. When a manager seeks out information that reaffirms past choices by discounting contradictory information, he/she is engaged in \_\_\_\_\_
- a. selective perception bias
  - b. confirmation bias
  - c. self-serving bias
  - d. immediate gratification bias
12. \_\_\_\_\_ involves defining the organization's goals, establishing \_\_\_\_\_ for achieving those goals, and developing plans to integrate and coordinate work activities. It's concerned with both ends (what) and means (how).
- a. Planning; strategies
  - b. Planning; schedule
  - c. Management; strategies
  - d. Management; schedule
13. Instead of using traditional goal setting, many organizations use management by objectives (MBO), which is a process of setting mutually agreed-upon goals and using those goals to evaluate \_\_\_\_\_
- a. employee motivation
  - b. employee performance
  - c. organizational productivity
  - d. organizational effectiveness
14. The process of developing plans is influenced by three contingency factors and by the planning approach followed. These factors include:
- a. organizational goals, degree of environmental uncertainty, and length of future commitments.
  - b. organizational culture, degree of competition, and length of future commitments.
  - c. organizational commitment, degree of environmental uncertainty, and length of future commitments.
  - d. organizational level, degree of environmental uncertainty, and length of future commitments.
15. When managers create or change the structure, they're engaged in organizational design, a process that involves decisions about six key elements: work specialization, departmentalization, \_\_\_\_\_, span of control, centralization/decentralization, and formalization.
- a. unity of command
  - b. chain of command
  - c. employee empowerment
  - d. employee engagement
16. A \_\_\_\_\_ is one that has a formal, hierarchical structure with clearly defined roles and responsibilities. It is highly structured and processes-oriented and is often contrasted with the \_\_\_\_\_ that is much more flexible and versatile.
- a. traditional organization; contemporary organization
  - b. mechanistic organization; organic organization
  - c. non-adaptive organization; adaptive organization
  - d. formal organization; informal organization
17. A \_\_\_\_\_ typically consists of a small core of full-time employees and outside specialists temporarily hired as needed to work on projects.
- a. project organization
  - b. network organization
  - c. boundaryless organization
  - d. virtual organization

18. The process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns is referred to as:
- a. staffing
  - b. recruitment
  - c. human resource management
  - d. human resource planning
19. Which of the following statement about leadership and management is **CORRECT**?
- a. Leaders ask how and when, whereas managers ask what and why.
  - b. The leader uses passion and emotion, while manager uses a more formal, rational method.
  - c. A leader has formal authority by virtue of his/her position or office. Management, by contrast primarily deals with influence.
  - d. Leaders are quite often experienced in their field and have worked up within the company; and a manager may be a new arrival to a company, with fresh ideas.
20. Which of the following statement regarding leadership is **CORRECT**?
- a. Both situational and contingency theories emphasize that the effectiveness of leaders depends on successfully diagnosing where subordinates are on the development continuum and adapting their leadership style as necessary.
  - b. Situational theories – relatively inflexible; contingency theories – relatively flexible.
  - c. Situational approach believes the right leader should match the right situation. Contingency theory, on the other hand, believes a leader should adapt to the situation at hand.
  - d. Whereas situational leadership emphasizes the leader's need to adapt to his or her followers, contingency theory stresses matching the leader (with his or her existing characteristics) to the current situation.

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SECTION "B"

[6Q × 4 = 24 marks]

Attempt *ANY SIX* questions.

1. Describe how a manager's job change with his or her level in the organization.
2. Differentiate between social obligation, social responsiveness, and social responsibility.
3. Under what circumstances do you believe management by objectives and traditional goal setting would be most useful? Discuss.
4. Describe the types of decisions and decision making conditions managers face.
5. Identify and explain various contingency factors that favor either mechanistic or organic model of organization design.
6. Describe how contingency theories of leadership improve our understanding of leadership.
7. Contrast feedforward, concurrent, and feedback controls.

SECTION "C"

[2 Q × 8 = 16 marks]

Attempt *ANY TWO* questions.

8. List the key elements in organization design. Select business organizations you are familiar with and demonstrate various common forms of departmentalization.
9. In addition to identifying five management functions (i.e., planning, organizing, commanding, coordinating, and controlling), Henri Fayol also identified fourteen principles of management that could be applied to all organizations. List and explain these fourteen principles of management.
10. Explain how each of the contemporary theories of motivation – goal setting theory, equity theory, and expectancy theory - describe employee motivation.