

KATHMANDU UNIVERSITY  
End Semester Examination  
17- December 2023

Marks Scored:

Level : B.E.

Year : IV

Course : MGTS 403

Semester : I

Exam Roll No. :

Time: 30 mins.

F. M. : 10

Registration No.:

Date :

SECTION "A"

[20Q. × 0.5 = 10 marks]

*Encircle the most appropriate option from each set of choices.*

1. As first-level managers, supervisors are responsible for
  - a. developing company plans
  - b. designing new products and services
  - c. day-to-day operations of the business
  - d. devise long-term plans and strategies
  
2. Which one of the following statements is **NOT CORRECT**?
  - a. As managers engage in planning, they set goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate activities.
  - b. 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.
  - c. 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.
  - d. Management function that involves monitoring, comparing, and correcting work performance is referred to as controlling.
  
3. A bureaucracy is a form of organization characterized by:
  - a. division of labor, a clearly defined hierarchy, detailed rules and regulations, and interpersonal relationships
  - b. division of labor, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationships
  - c. division of labor, delegation of authority, detailed policies and procedures, and impersonal relationships
  - d. division of labor, delegation of authority, detailed policies and procedures, and interpersonal relationships
  
4. 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.
  - a. bounded rationality
  - b. satisficing
  - c. escalation of commitment
  - d. intuitive decision making

5. 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:
- participative management
  - consultative management
  - management by objective
  - democratic management
6. Which of the following statement about decision making is **NOT TRUE**?
- Programmed decision making is the most efficient way to handle well-structured problems.
  - Programmed decision making is relatively simple and tends to rely heavily on previous solutions.
  - When a manager confronts an ill-structured problem, a custom-made, nonprogrammed response is required.
  - A procedure is a series of interrelated sequential steps that a manager can use when responding to an ill-structured problem.
7. 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.
- recruitment
  - selection
  - staffing
  - human resource planning
8. 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?"
- Maslow's hierarchy of needs
  - Herzberg's two-factor theory
  - McClelland's theory of needs
  - Adam's equity theory
9. 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 \_\_\_\_\_
- feedforward control
  - concurrent control
  - feedback control
  - bureaucratic control
10. The most common source of conflict over the project life cycle is \_\_\_\_\_.
- conflict over technical opinions
  - conflict over schedules
  - conflict over cost
  - conflict over administrative procedures
11. \_\_\_\_\_ empowers employees to act on incidences of misconduct and help maintain a safe and ethical workplace, while protecting profits and reputation of the company.
- Gatekeeping
  - Whistle-blowing
  - Confrontation
  - Motivation
12. The probability that a system will demonstrate specified performance for a state period of time when operated under specified conditions is called \_\_\_\_\_
- reliability
  - availability
  - maintainability
  - producibility

13. Which one of the following statement defines maintainability?
- It is the probability that a system will demonstrate specified performance for a stated period of time when operated under specified conditions.
  - It is the probability that a system will demonstrate fault-free performance for a stated period of time when operated under specified conditions.
  - It is the probability that a failed system will demonstrate it can be restored to specified performance for within a stated period of time when operated under specified conditions.
  - It is the probability that a safety critical system will demonstrate it can be restored to specified performance for within a stated period of time when operated under specified conditions.
14. A \_\_\_\_\_ is a bundle of rights to reproduce, derive, distribute, perform, and display an original creative work in a tangible form for the life of the author, plus 70 more years thereafter.
- patent
  - trademark
  - copyright
  - trade secret
15. Which of the following is NOT one of the methods for dealing with conflict?
- Withdrawal
  - Locking
  - Problem solving
  - Confronting
16. \_\_\_\_\_ measures the extent to which customer satisfaction is incorporated into the product design through the specification of proper materials, tolerances, and other precautions.
- Quality of conformance
  - Quality of design
  - Quality of production
  - Quality of non-conformance
17. Deming adopted the PDCA cycle, which was originally conceived by Walter Shewhart in the 1930s. This model provides a framework for continuous improvement of a process or system. PDCA stands for:
- Plan-Design-Correct-Analyze
  - Plan-Do-Correct-Act
  - Plan-Do-Check-Act
  - Plan-Design-Check-Act
18. Which one of the following is NOT among key lean manufacturing principles?
- Waste minimization
  - Continuous improvement
  - Push processing
  - Long-term relationship with suppliers
19. DMAIC in Six Sigma stands for:
- define-measure-analyze-improve-control
  - define-measure-act-integrate-control
  - develop-measure-act-improve-control
  - develop-measure-analyze-implement-control
20. \_\_\_\_\_ is the act of telling the authorities or the public that the organization you are working for is doing something immoral or illegal.
- Moonlighting
  - Whistleblowing
  - Gatekeeping
  - Safeguarding



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SECTION "B"  
[6Q. × 4 = 24 marks]

Attempt *ANY SIX* questions.

1. Describe the major contributions of Henri Fayol and Max Weber in the field of management.
2. Find the net expected cash flows and variances to determine the desirability of projects of the following two investment projects. The discrete probability distribution of expected cash flows in each of the next several years is presented in the table below.

Project X		Project Y	
Probability	Cash Flow (in Rs.)	Probability	Cash Flow (in Rs.)
0.10	3,000	0.10	2,000
0.20	3,500	0.25	3,000
0.40	4,000	0.30	4,000
0.20	4,500	0.25	5,000
0.10	5,000	0.10	6,000

3. Discuss the conditions that determine the effective span of control of an organization.
4. Describe a manager you have known and characterize his or her leadership style.
5. Explain the bathtub curve model and how it is related to the concept of reliability of a system.
6. Illustrate with a relevant example how work breakdown structure is used to provide a common framework to accomplish tasks.
7. What do you understand by human factor engineering? What is value engineering?

SECTION "C"  
[2Q. × 8 = 16 Marks]

Attempt *ALL* questions

8.
  - a. Describe the importance of critical path in network-based project scheduling.
  - b. Construct a network diagram and find the critical path for the following project:

Task	A	B	C	D	E	F
Preceding Activities	-	-	A	B	B,C	D,E
Duration (Weeks)	3.0	7.0	2.0	7.0	5.0	1.0

9. Select a company or industry for which the strategic management of technology is important. Describe some of the base, key, and pacing technologies that are important for their strategic management of technology.

**OR**

As owner of a company making roller conveyor systems, you must appoint a new manager for your customer service group, which is made up equally of engineers, technicians, and clerical personnel. One candidate is an engineer who has designed many of your systems, but has had no management responsibility; the other is a business administration graduate now heading your public relations effort. Discuss the pros and cons of appointing each of these candidates.