

PAPER-5: Management and Organizational Relation Page no: 73-80**June 09, MOR/CAP-I**

Attempt all questions.

Q.1. Read the following and answer the question according: (5+5+5=15)

Bibek Dungeed has been General Manager of Suhana products Limited for five years. Suhana products had two major divisions: Consumer appliances and industrial supplies. The company had diversified its activities by acquiring business rather than expanding from within. The result was rather dissimilar set of products and markets that was hard to define clearly. Managing in such a complex environment is a real challenge. Bibek decided to form a group of planning specialists with responsibility of providing the information the company needs to do right things at the right time.

- a) Why have the problems occurred at Suhana products Limited?
- b) What do you think of Bibek's management style?
- c) What role should Bibek play as general manager?

Q.2.(a) What is planning? Discuss the steps involved in the planning process.10

(b) Explain the functions of leadership. 5

Q.3.(a) Explain the role of creativity and information in decision making. 10

(b) Discuss the importance of communication in management. How can communication be improved? Explain briefly.

Q.4.(a) Discuss the purpose of organization control and suggest the characteristics of an effective control system.

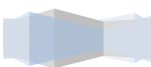
b. What is the Management Science Approach to management?

Q.5. Briefly explain ANY FIVE of the following:

- a. SWOT analysis
- b. Hierarchy of needs theory
- c. Time management
- d. Virtual concept of organizing
- e. Globalization
- f. management ethics

Q.6. Distinguish between ANY FIVE of the following:

- a. Managerial roles and managerial skills
- b. Internal environment and external environment
- c. matrix Vs committee type of organization
- d. System and Contingency theories
- e. Goal formation and succession
- f. Leadership and management

Note:

December 2009, MOR/CAP-I

Attempt all questions

1. Read the following and answer the questions accordingly. (4×5=20)
- Kankai Tea Estate, situated at Haldibari, Jhapa is one of the famous tea estate among the tea estate of Jhapa. Parajuli and Brothers started the company in 1995 with 100 staffs. The company currently employs 500 employees including labour with 50 supervisors and staffs.
- Mr. Narayan Prakash, after doing MBA in 1994 from Pune University, joined this company as CFO in 1995. Mr. Narayan Prakash was successful in marketing the products.
- During the initial years, the Estate was able to increase its sales at a high rate. During those periods competition was nominal. But at present, there are more than 20 tea estate in Jhapa district only.
- Mr. Narayan Prakash had a desire to do something better or more effectively than it has been done before. Mr. Narayan wanted to improve employee's spirit, but like other, he did not have the resource to give out big raises.
- During October 2008, Narayan had some serious employee's problems. Many labours and supervisors joined other tea estate, labour absentism
- Increased and production lowered. Since October 2008, sales are in decreasing level. Many goods supervisors are dissatisfied and are thinking to leave the company. By observing the worst scenario, on 1st January 2009, Mr Narayan hosted a party inviting al officials, supervisors and labours, but of 500 employees attended the party.
- Mr. Narayan failed to boost morale of the employees.
- What is your assessment about the conditions of Kankai Tea Estate?
- Identify the company's real problems?
- What kind of challenges might Narayan encounter?
- Suggest appropriate ways to improve company's performance through motivation.
- 2.(a) Why is decision making so crucial in managerial effectiveness? 10
- (b) Define goal succession. Explain the goal formation process. (4=6=10)
- 3.(a) Define control and explain the elements in the control process. 10
- (b) What is organizational structure? 5
- 4.a Define planning. Explain the major steps involved in the planning process. (3+7=10)
- b. Explain in briefly the leadership practices in Nepal. 5
5. Write short notes on following (Any five). (5×3=15)
- Upward communication and lateral communication
 - Quality management and conflict management
 - Personnel management and human resource management
 - Unity of command and span of control
 - Maslow's hierarchy of need theory and Herzberg's theory
 - Programmed decisions and non programmed decision.

Note:

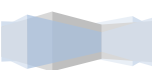
June 2010, MOR/CAP-I

Attempt all questions.

1. Read the following and answer the question accordingly. (4×5=20)

Silvi Beauty Limited is one of the small enterprises of top ten in Nepal. It has been owned by a single person with thousands of employees. As it is owned and has been owned and managed by Miss Silvi Pradhan, other employees never feel the organization as their own. Beautician is the profession of Miss Silvi Pradhan and she is managing her organization by herself. She does not think of goals and plans. She runs the organization on an ad hoc basis hiring and firing the people with personal logic. She takes support of her sisters and brothers for management aspects. She likes to expand its activities at international level. One day she called the family meeting for discussion on management aspect and invited the management expert for consultation.

 - (a) What is the basic problem of Silvi Beauty Product Limited?
 - (b) Do you think Miss Silvi knows the difference between professional management and family management?
 - (c) What kind of skill does Miss Silvi need to perform her functions as a manager?
 - (d) Suggest her some basic functions of management.
2. (a) What is the environmental context of management? Explain in brief, the difficult components of business environment. (4+6=10)
 - (b) What is organizing? Explain the organizing principles. (4+6=10)
3. (a) "Management plan may be classified in several ways." Describe the different types of plan. 10
 - (b) Describe social responsibility of business towards consumer. 5
4. (a) State the functions of leadership with explanation. 5
 - (b) Explain the steps involved in the process of decision making. 5
 - (c) Give your assessment on the existing management practices in Nepalese business organizations. 5
5. Briefly explain Any Five of the following: (5×3=15)
 - (a) Globalization
 - (b) SWOT Analysis
 - (c) Human Resource Management
 - (d) Stress Management
 - (e) Strategic Planning
 - (f) Team
6. Distinguish between Any Five of the following: (5×3=15)
 - (a) Theory X and Theory Y
 - (b) Scientific Management and Administrative Management
 - (c) Quality management and Conflict management
 - (d) Co-ordination and communication
 - (e) Formal group and Informal group
 - (f) Budgetary control and Financial control



December 2010, MOR/CAP-I

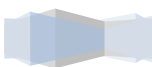
Attempt all questions

1. Read the following and answer the question accordingly: (4×5=20)

Mrs. Srijana Sharma has been working with Sunrise Beauty Product Ltd. For the last ten years as a general manager. She had joined the company immediately after completing her MBA from Kathmandu University. She was perfect to develop strategy for the appointment, utilization, development and retention of the human resources of the company. Now she is very much frustrated and in position to resign from the post. The company has problem of over staffing but not have enough of the right kind of people for the right job. She has to face the problem of labour strike for demand of child day care center in the company. The volume of production has been reduced to sixty percent. Most of the old customers have complaints of not getting the delivery in time. Media used to raise question about the quality of its product and threat has been created by the act of consumer right.

All these problems began after the Board decision of adopting new recruitment policy. The new recruitment policy strictly follows the principle of social inclusion and provision of reservation has been made for every department and level. At the same time, the Board curtailed the budget on training and development of staffs and functional manager. In due time; all most all functional managers left job as they have been offered high incentive by newly established competitive companies.

- a) What problems do you see in the above case?
 - b) What are the measures to develop ability of managers and capabilities of staff?
 - c) Did the Board members think about the difference between staffing and human resources management?
 - d) If you were the general manager, how would you tackle the situation?
2. (a) What is an organization? What is the commonly followed classification of organizations? (4+6=10)
(b) Explain the concept of motivation. Describe Maslow's Hierarchy of need theory.(4+6=10)
3. (a) " Management thought has been shaped over period of centuries." Describe the evolution of management thought. 10
(b) Explain the different approaches to social responsibility. 5
4. a) Describe the importance of planning. 5
b) "Leadership has no meaning without the followers." Comment. 5
c) Identify the techniques for improving communication. 5
5. Briefly explain Any Five of the following: (5×3=15)
- a) Boundaryless Organizations
 - b) Quality Management
 - c) Communication Channels
 - d) Span of control
 - e) Management Ethics
 - f) Creativity in Decision Making



6. Distinguish between Any Five of the following: (5×3=15)
- Management Information System (MIS) and Decision Support System (DSS)
 - Programmed Decision and None programmed Decision.
 - Group and Team.
 - General Environment and Task Environment
 - Pre-control and Post control
 - Stress Management and Conflict Management

June 2011, MOR/CAP-I

Attempt all questions.

- 1) Read the following answer the question accordingly: (4×5=20)
- The Taza Khaza Enterprise was an older grocery products business established in Dharan Sunsari. The head office and the production unit were in Sunsari headed by one General Manager since it's established. He has not got sole ownership in the organization. It had a top down conservative culture and traditional line organization structure. The superiors exercise control over the performance of subordinates. It is superior subordinates oriented. The General Manager desires for dominance and have low self confidence.
- Due to the construction of road and linkages to rural areas the product has been demanded in many village markets not only of Sunsari districts but also Morang and Jhapa. There has been change in habit of customers to get ready made food. There were no other food factories which can substitute to it. Previously it was possible to produce at one place and distribute to nearby markets. Now the demand from far geographic areas had been increased in such a volume that production is needed in many locations. The General Manager does not like to change the organization structure. He feels reluctant to delegate authority. So he followed the strategy of distributing through different marketing channels marketing production at only one place. Bur he could not harmonize the effort of product department and marketing outlets.
- Recently, there is a big complaint of consumer that most of the product with expired date challenged their health. It could not maintain the quality due to long gap of time in production at a distribution. The Taza Khaza Enterprise could not take benefit from opportunity of high market possibility. In contrary, it lost its fame of good quality. Gradually, the volume of sales has been lowered doen.
- What type of problem The Taza Khaza Enterprise is facing?
 - Explain the advantages if the authority has been delegated by the General Manager.
 - Does the Matrix Organization Structure work in the above situation?
 - Suggest the General Manager about the possibility of handling problem of the particular enterprise from management perspective.
- 2.a) Define decision making. Explain the decision making process. 10
- b) What is human resource management? Explain the components of human resource management.10
- 3.a) "Leadership and Management are often related, but also different." Describe the concept and function of leadership. 10

- b) Explain training and development as the measures to develop ability of managers and capabilities of staff. 5
- 4.a) Express your view in respect of motivation in organizations. 5
- b) Why is controlling considered important function of management? 5
- c) How does political environment influence business? 5
- 5) Write short notes any FIVE of the following: (5×3=15)
- a) Hierarchy of needs theory
- b) Contingency theory
- c) Change management
- d) Globalization
- f) Management s scenario in Nepal
- 6) Distinguish between any FIVE of the following: (5×3=15)
- a) Goal succession and goal displacement
- b) Process barriers and physical barriers to communication
- c) Theory X and Theory Y
- d) Tactical goal operational goal
- e) Virtual organization concept and work team concept
- f) Opportunities and threats

December 2011, MOR/CAP-I

Attempt all questions.

1. Read the following and answer the questions accordingly. (4×5=20)

The Rastriya Bitaran Company is the largest marketer and distributor of food service products in Nepal. It has more than 750 suppliers come from different districts. It has about 10 operating units selling 100 varieties of food products to one million customers. In 2007 the company explained its customer base and product offering to include medical suppliers. Basically it tried to use its strength of contact with grass root individual at remote areas.

The image create by lower level managers was of food experts. Some time, their sales persons give advice of types of food one should take at time of certain illness. Consumers have trust on expertise of salespersons and habituated to take the food as advised by them. But the new medical supplies had been added in its business line without taking opinion of the lowest operating level staffs. The plan of distributing medical supplies had been developed at headquarters and provided the policies and guidelines at lower level. There are so many interrelated factors that new plan could be implemented successfully. Actually it ignored the process of planning and did not determine the goal and identify the alternatives in process of developing plan.

The decentralized system is necessary to ensure the effectiveness in implementation. It added the medical supply in it's a distribution line without identifying the premises. Customers began to ask the sales persons about the use of those medicines and most of them expected their advice even to take medicines. The availability of medical doctors was limited and they are not habituated to take medicines after doctor's prescription. So the consumers asked directly to salespersons and as the salespersons expresses that they do not know about it, their trust and faith began to be lost. It affected the sales of other food product too. Now the Rastriya Bitaraan Company is facing the challenge of decreasing sales volume.

- a) What is the basic problems of the Rastriya Bitaran Company?
 - b) Explain the planning system and hierarchy of plans.
 - c) Which method has been followed by the company to develop the plan?
 - d) Do you think the planning process is appropriate in above case?
- 2.a) Define organization. Explain the condition of goal succession in organizations. 3+7=10
- b) Define scientific management. What are the major contributions made by F.W. Taylor? 3+7=10
- 3.a) "All manages should be leaders." Do you agree with this statement? Explain the qualities of good leadership. 10
- b) What is strategic planning? Explain the features of a strategic planning. 1+4=5
- 4.a) Explain the components of task environment of business. 5
- b) Why delegation of authority and responsibility occurs in organizations? 5
- c) Describe the existing management practice in Nepal. 5
5. Write short notes on following.(Any Five) 5×3=15
- a) Matrix organization structure
 - b) Hierarchy of needs theory
 - c) Work teams
 - d) Management Information System (MIS)
 - e) Components of HRM system
 - f) Time management techniques
6. Distinguish between (Any Five): 5×3=15
- a) Social responsibility of business and business ethics
 - b) Management science theory and system theory
 - c) Programmed and non programmed decision
 - d) Autocratic and laissez faire leadership styles
 - e) Feed forward control and feed back control
 - f) Economics globalization and cultural globalization

Note:

