



Society of Certified Management Accountants of Sri Lanka

Intermediate Stage Pilot Paper

Instructions to candidates:

1. Time allowed is **three (3) hours**.
2. Answer **5** questions.
3. Answers should be entirely in the **English language**.
4. The Typical Question Paper will have only 8 Questions.

<u>Subject</u>	<u>Subject Code</u>
Managing People & Organizations Management	(MPO)

1. Organizational Management
 - Explain the importance of Strategic Planning for an organization to achieve its corporate objectives.
 - Critically review the contingency theory of Management in comparison with the classical theory of Management **(3 Marks)**
 - (i) Organizational Structure
 - Critically analyze the factors that influence in selecting a specific structure for an organization.
 - “Contingency Organizational design is more suitable for the present day business environment”, Discuss. **(3 Marks)**
 - (ii) Organizational Behavior
 - Explain theories that would assist in understanding individual behavior.
 - Critically review the factors that affect the group behavior
 - Discuss how the theories of leadership would be applied to understand behaviors of managers
 - How an organizational culture could be built to facilitate the achievement of corporate objective. **(4 Marks)**
- (Total 10 Marks)**
2. Organizational Change
 - Explain the stages of change process **(3 Marks)**
 - “Every manager is a change agent” Discuss. **(3 Marks)**
 - “Resistance to change is a normal human reaction” How could an organization deal with this situation. **(4 Marks)**
- (Total 10 marks)**

3. An introduction to Human Resource Management
 - Explain as to how the Strategic Approach to Human Resource Management could facilitate to achieve corporate objectives. **(5 Marks)**
 - Explain as to how a Human Resource Manager could help to enhance the effectiveness of an organization through proper management of key result of the Human Resources Management. **(5 Marks)**

(Total 10 Marks)

4. Human Resource Planning
 - “The purpose of Human Resource planning is to provide a right person to the right place at the right time and such person should value to the organizational process” Discuss. **(5 Marks)**
 - Explain the process of Man Power planning integrating the problems of implementation. **(5 Marks)**

(Total 10 Marks)

5. Job Analysis, Recruitment and Selection
 - Explain the role of the job analyse in undertaking a job analysis programme in an organization. **(5 Marks)**
 - Explain the measures to be adopted to minimize the subjectivity of the recruitment and selection process. **(5 Marks)**

(Total 10 Marks)

6. Employee Evaluation & Placement
 - Explain the importance and advantages of an employee orientation programme. **(10 Marks)**

7. Compensation Management
 - Explain the macro & micro factors that affect the determination of pay in Sri Lanka. **(5 Marks)**
 - What are the salient features of an effective incentive scheme **(5 Marks)**

(Total 10 Marks)

8. Performance Management
 - Explain the objectives and different forms of performance review system **(3 Marks)**
 - “Setting of standards all objectives is of critical importance to the successful implementation of a performance review appraisal system”. **Discuss.** **(4 Marks)**
 - Explain different ways or methods through which employee performance would be link to employee rewards. **(3 Marks)**

(Total 10 Marks)

9. Employee Training & Development.
 - Explain the process of identifying training & development needs. **(3 Marks)**
 - Critically review of the techniques of evaluating training **(4 Marks)**
 - Guide brief notes on
 - a. Management Development
 - b. Career Development
 - c. Succession planning **(1x 3=3 Marks)**

(Total 10 Marks)

10. Grievance Handling and discipline

- Define and “Employee grievance and explain the process of grievance handling procedures. **(3 Marks)**
- Explain the positive approach to maintenance of discipline indicating how it differs from the punitive approach **(4 Marks)**
- Explain the main stages of the formal disciplinary enquiry procedure **(3 Marks)**

(Total 10 Marks)

11. Occupational Health & Safety

- Explain the main features of the relevant labour laws governing occupational, health and safety in Sri Lanka **(5 Marks)**
- “Focus an investment on occupational health and safety world enhance the productivity and effectiveness of an organization” **Discuss.** **(5 Marks)**

(Total 10 Marks)

12. Industrial relations and labour legislations.

- The dual role of the labour department is the enforcement of the labour laws and the maintenance of the industrial peace” analyse this statement. **(3 Marks)**
- Explain the process of collective bargaining and how it could bring about industrial peace in an organization. **(3 Marks)**
- Critically review the reasons as to why employees join trade unions. **(4 Marks)**

(Total 10 Marks)

13. Employee participation

- Describe the forms of employee participation **(5 Marks)**
- Critically review the reasons as to why employee participation has not been popular in Sri Lanka. **(5 Marks)**

(Total 10 Marks)

End of question paper