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Serial No.....

**Institute of Certified Management Accountants of Sri Lanka**  
**Intermediate Stage**  
**March 2010 Examination**

**Examination Date :** 27<sup>th</sup> March 2010                      **Number of Pages :** 02  
**Examination Time:** 1.30 p:m. - 4.30 p:m.              **Number of Questions:** 08

**Instructions to candidates:**

1. Time allowed is **three (3) hours**.
2. Answer **five (5)** questions selecting at least **two (2)** questions each from Parts I and II.
3. Answers should be entirely in the **English** language.

Subject	Subject Code
<b>Managing People &amp; Organisations Management</b>	<b>(MPO / 603)</b>

**PART I**

1. Why is necessary **for a business enterprise** to formulate a **visionary statement**?              **(06 Marks)**
  - (a) Indicate **the visionary statement of an enterprise** you are familiar with and show **how it had influenced in the performance** of its business.    **(06 Marks)**
  - (b) Briefly indicate how you would use the **SMART** model to develop the **Enterprise objectives**.    **(08 Marks)**

**(Total 20 Marks)**
  
2.
  - (a) What are the factors that affect Designing organizations? List them.                      **(04 Marks)**
  - (b) Indicate briefly **how the Human Resource Factor** influences the working of your organization.    **(04 Marks)**
  - (c) Discuss the effect of communication in **tall organizations** and in **flat organizations**.    **(06 Marks)**
  - (d) What is the effect of **informal communication in managing organizations**?              **(06 Marks)**

**(Total 20 Marks)**
  
3. **Write brief notes on any two of the following statements.**
  - (a) Management is perhaps **best understood from a resource – based perspective**. **(10 Marks)**
  - (b) The **foundation** for effective individual and group performance is **leadership**. **(10 Marks)**
  - (c) The **future management** trend is to facilitate the **process and empower people**. **(10 Marks)**

**(Total 20 Marks)**

4. (a) Why is it that the **Human Resource Manager** is considered a **Staff Manager** and at times a **Line Manager**? Discuss this statement citing suitable examples. **(06 Marks)**
- (b) Explain the role of **Human Resource Manager** as an Auditor, Strategist and Counselor. **(08 Marks)**
- (c) In what ways the **Human Resource Manager** would resolve conflicts? **(06 Marks)**  
**(Total 20 Marks)**

## **PART II**

5. (a) List the stages in the Human Resource Process. **(04 Marks)**
- (b) Explain the **policies** you would recommend to your management **for adoption to ensure recruitment and selection of the Best – Fit candidates for employment.** **(06 Marks)**
- (c) List the benefits accrued to an
- (i) **individual & employee and**
- (ii) **to the enterprise** from employee – induction programme. **(10 Marks)**  
**(Total 20 Marks)**
6. (a) What steps would you take to **retain the best performing employee?** List them. **(06 Marks)**
- (b) Indicate the **factors** that would contribute to an **effective pay structure.** **(06 Marks)**
- (c) What other factors would **influence the employee compensation package in addition to monetary benefits?** List them. **(08 Marks)**  
**(Total 20 Marks)**
7. (a) **What do you mean by employee appraisal?** **(06 Marks)**
- (b) **List the methods employed for appraisal of staff.** **(06 Marks)**
- (c) Discuss the **advantages and disadvantages of the performance appraisal interview.** **(08 Marks)**  
**(Total 20 Marks)**
8. **Briefly indicate your observations on the following statements.**
- (a) **Training of employees is said to be an investment** for the future. **(05 Marks)**
- (b) Application of **the red-hot stove rule** in discipline. **(05 Marks)**
- (c) **Effectiveness** in Occupational Health and Industrial Safety through good practices. **(05 Marks)**
- (d) **Tri-partite representation in Industrial Relations.** **(05 Marks)**  
**(Total 20 Marks)**
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- End of Question Paper