



# Society of Certified Management Accountants of Sri Lanka

## Intermediate Stage September 2008 Examination

Examination Date : 27<sup>th</sup> September 2008

Number of Pages : 01

Examination Time: 1.30p.m.- 4.30p.m.

Number of Questions: 08

### Instructions to candidates:

1. Time allowed is **three (3) hours**.
2. Answer **five (5)** questions
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. Explain how the Strategic Planning Process facilitates to manage an organisation, in an effective manner. **(20 Marks)**
2. (a) Describe theories of Management, in brief. **(10 Marks)**  
(b) Critically review the applicability and relevance of contingency theory in managing current organisations. **(10 Marks)**  
**(Total 20 Marks)**
3. (a) Critically analyse the factors that effect job satisfaction. **(10 Marks)**  
(b) Explain 'Extrinsic and Intrinsic Motivational Strategies' that can be used to motivate employees, for higher performance. **(10 Marks)**  
**(Total 20 Marks)**
4. (a) Explain how a strong organisation culture could help to achieve corporate objectives. **(10 Marks)**  
(b) Explain how organisations could deal with 'resistance to change'. **(10 Marks)**  
**(Total 20 Marks)**

### PART II

5. (a) Briefly explain the key result areas of Human Resources Management. **(10 Marks)**  
(b) Discuss the main stages of a manpower planning process. **(10 Marks)**  
**(Total 20 Marks)**
6. (a) Discuss the main components of job description and person specification. **(10 Marks)**  
(b) Indicate the methods that an organisation could adopt to reduce the subjectivity of selection processes. **(10 Marks)**  
**(Total 20 Marks)**
7. (a) Explain how an effective employee induction programme could be organized. **(10 Marks)**

(b) State the shortcomings of a performance appraisal system and how these could be overcome.

**(10 Marks)**

**(Total 20 Marks)**

**8.** (a) Critically review the objectives of an incentive scheme.

**(10 Marks)**

(b) Discuss the reasons as to why employees join Trade Unions.

**(10 Marks)**

**(Total 20 Marks)**

End of Question Paper

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