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Serial No.....

Institute of Certified Management Accountants of Sri Lanka
Intermediate Stage
September 2009 Examination

Examination Date : 19th September 2009 **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 only selecting at least **two (2)** questions from Parts I and II.
3. Answers should be entirely in the **English** language.

| Subject | Subject Code |
|---|--------------------|
| Managing People & Organisations Management | (MPO / 603) |

PART I

1. (a) Why is Strategic Planning important to a Business Organization? **(05 Marks)**
(b) Indicate the stages of the Strategic Planning Process. **(06 Marks)**
(c) Briefly discuss the use of the Strategic Planning Process. **(09 Marks)**
(Total 20 Marks)

2. The future needs and trends in Managing Successful Business Organizations are to provide inspirational leadership, team work and empowerment of staff. Critically review this statement with reference to two (2) organizations of your choice. **(Total 20 Marks)**

3. What are the advantages of scanning internal and external environments of an enterprise?
(a) How does it influence the strategy of managing a specific bank? **(10 Marks)**
(b) Also evaluate in relation to a financial service organization. **(10 Marks)**
(Total 20 Marks)

4. Discuss the effects of multi skills and succession planning as a means of engaging staff of an organization.
What measures would you recommend to minimize the subjectivity in the selection process?
(Total 20 Marks)

PART II

5. Why is it that most of the present day financial institutions provide specific jobs rather than careers to their technical staff?
- (a) Discuss this statement giving three examples. **(12 Marks)**
- (b) Discuss the advantages accrued by a Business Organization and a new employee from an induction process. **(08 Marks)**
- (Total 20 Marks)**
6. (a) What are the employee data and information needed by an organization and for what purpose? **(10 Marks)**
- (b) Indicate the main functions of a Human Resource Information System (HRIS). **(05 Marks)**
- (c) Discuss the levels in the Management Hierarchy at which such information is used, within the organization. **(05 Marks)**
- (Total 20 Marks)**
7. (a) What is employee counseling? Explain giving two examples. **(06 Marks)**
- (b) Indicate two instances at which you were a party to counseling services in your organization. **(08 Marks)**
- (c) What precautions would you recommend for counseling services effectiveness? **(06 Marks)**
- (Total 20 Marks)**
8. (a) Why is employee motivation important to an organization? **(06 Marks)**
- (b) Discuss employee motivation with reference to a business organization and a NGO (Non Governmental Organization). **(06 Marks)**
- (c) How you would conduct counseling to an employee not satisfied with his job? **(08 Marks)**
- (d) Indicate with reference to three different instances how you would use non- monetary benefits to motivate your factory staff. **(06 Marks)**
- (Total 20 Marks)**
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- End of Question Paper