

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
ADVANCED CERTIFICATE PROGRAMME IN
HUMAN RESOURCE MANAGEMENT
HRC2501 – MANAGEMENT FOR HR PROFESSIONALS
FINAL EXAMINATION – 2024
DURATION – THREE (03) HOURS



114

Date 26.10.2024

Time: 9.30 A.M. - 12.30 P.M.

INSTRUCTIONS:

- Part I comprises 20 questions for 40 marks. Select and **underline** the most appropriate answer **or fill in the blanks** for the questions in part I. **Answer Part I in this paper itself.**
 - Part II comprises 01 mini case for 30 marks, which is **compulsory question. Answer all the questions in Part II in the answer booklet given.**
 - Part III comprises of essay questions for 30 marks. **Answer any 02 questions out of the 03 questions in part III. Answer Part III in the answer booklet given.**
 - **All questions of Part I and Part II are compulsory. Submit answers of Part I, II & III together.**
 - Illegible handwriting will lead to reduction of marks.
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PART I
(All questions are compulsory)

1. Which of the following management function is mainly concerned with the allocation of tasks and resources into departments?
 - a. Leading
 - b. Organizing
 - c. Planning
 - d. Controlling

2. Effectiveness in management refers to:
 - a. Producing higher outputs from minimum level of inputs
 - b. Degree to which an organization achieves its goals
 - c. Achieving goals with minimal resource wastage
 - d. Use of influence to motivate people

3. Which of the following is not one of the resources specified under 7Ms in management?
 - a. Manpower
 - b. Machines
 - c. Marketing
 - d. Methods of controlling

4. What is the way a manager can demonstrate empathy out of the following?
 - a. By setting clear goals and expectations
 - b. By understanding and addressing an employee's excess workload
 - c. By delegating tasks effectively
 - d. By making sound decisions

5. Which of the following is not a characteristic of controlling function according to Robbins and Coulter (2018)?
 - a. Universality
 - b. Continuity
 - c. Efficiency
 - d. Dynamism

6. Which of the following is not a part of the internal environment?
 - a. Owners and shareholders
 - b. Board of directors and management
 - c. Government authorities
 - d. Organizational culture

7. Which type of control involves the physical structure of the organization, such as machinery and IT?
 - a. Technical control
 - b. Bureaucratic control
 - c. Direct control
 - d. Output control

8. Which of the following is not a characteristic of great managers?
 - a. Good communication
 - b. Financial expertise
 - c. Empathy
 - d. Trustworthiness

9. Weber envisioned organizations that would be managed on a/an and rational basis.
 - a. Personal
 - b. Biased
 - c. Impersonal
 - d. None of the above

10. Which of the following best defines a leader according to Bass (2019)?
- A person who controls others by force
 - A person who inspires others to engage willingly to achieve a goal
 - A person who manages resources efficiently
 - A person who avoids conflicts
11. Which of the following is not one of the five sources of power identified by French and Raven?
- Legitimate power
 - Reward power
 - Collaborative power
 - Coercive power
12. According to Kumar (2011), what is essential for a leader to achieve organizational objectives?
- Flexibility to adapt to changes
 - The ability to punish employees
 - Deep commitment to achieving objectives
 - The use of formal authority
13. "Resources" are part of which of the following environment?
- Task environment
 - General environment
 - External environment
 - Non of the above
14. The administrative approach focuses on the
- Individual worker
 - Team performance
 - Total organization
 - None of the above

Fill in the blanks.

15. Controlling in an organization is defined as the process which involves setting and communicating for individuals and groups.
16. control focuses on the norms, thoughts, and values of the workforce.

17. According to Khan et al. (2015), a leader is one who is flexible to adapt to theamong the groups.
18. role involves transmitting information to internal members of the organization.
19.are routine decisions that are made on a regular basis.
20. Thetechnique of performance appraisal enables an employee's co-workers, supervisors, subordinates, and team members to assess him or her using predetermined criteria.

(02*20 Questions = 40 Marks)

- End of Part I -

PART II

(All questions are compulsory)

Suvee Techla Pvt Ltd, is a major textile manufacturing and exporting company in Sri Lanka. The head office is located in Seeduwa, with branches in Galle, Kandy, Gampaha, and Ratnapura. The company is owned by John Kelly and managed by Kevin, the General Manager. Each branch has its own manager: Minuli at Galle, Anuli at Kandy, Chathuli at Gampaha, and Sethum at Ratnapura. Each branch manager oversees 10 production floor supervisors and about 300 employees.

Kevin received a large order to produce 90,000 T-shirts in two weeks. The order was crucial for maintaining a key customer relationship. Kevin accepted the order and called an urgent meeting with the branch managers. He explained the order details and set a 10-day deadline to complete and deliver the T-shirts to the head office. Kevin assigned the targets as follows: 20,000 T-shirts each to Minuli, Anuli, and Chathuli, and 30,000 to Sethum.

Each branch manager started working on the order immediately:

Minuli: She gathered all necessary information, made decisions independently, and instructed her production floor supervisors to follow her plan.

Anuli: She collected information, discussed it with her supervisors, and together they planned how to meet the target. But she could not collect all information to make decisions.

Chathuli: With 20 years of experience, she remained calm and confident. Her experienced production floor supervisors, who had been with her for 10 years, helped her efficiently assign tasks amongst employees.

Sethum: Despite having the largest target, he remained unfazed. He devised a new method for cutting the T-shirt design using a new block, trained one production line quickly, and clearly delegated tasks to his production floor supervisors. Employees at Ratnapura strictly followed these instructions.

Even though the leadership styles of branch managers are different; all managers met their targets. Sethum's branch, despite having the largest target, delivered on time without errors or damaged products. While the head office found some damaged products from other branches, they managed to rectify these issues and complete the order, successfully maintaining the customer relationship.

Questions:

1. Define the term leadership. (03 Marks)
 2. Identify the leadership styles and decision-making models used by the different branch managers and explain them briefly. (16 Marks)
 3. Comment on the following statement using evidence from the case study: "Bureaucratic leadership style is always the worst leadership style for an organization." (06 Marks)
 4. Identify and state the principle of management that is violated in this case study, considering that Sethum faced unfairness. (02 Marks)
 5. Explain the management principle identified in the previous question with an example. (03 Marks)
- (30 Marks)**

- End of Part II -

PART III

(Answer any 02 questions)

Question 01

“The extent to which varies managerial skills required, varies with the managerial levels.”

Explain the above statement with appropriate graph. (15 Marks)

Question 02

“Failing to plan is planning to fail.”

Do you agree with the above statement. Provide 5 justifications. (15 Marks)

Question 03

a. What is meant by delegating? Explain. (05 Marks)

b. Describe the authority delegation process with suitable graph. (10 Marks)

- End of Part III -

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