



University of Colombo, Sri Lanka
Institute of Human Resource Advancement (IHRA)

Masters Degree in Human Resource Management
(1st Semester Examination – December 2012)

MHRM 01 – Managing Organizations and People

Instructions to the Candidates

- (1) *Answer four (04) questions.*
- (2) *Time allocated for the examination is three (03) hours.*
- (3) *Total number of questions is five (05).*
- (4) *Total number of pages is three (03)*
- (5) *If a page or a part of this question paper is not printed properly, please inform the Supervisor immediately.*
- (6) *Use of any equipment/items such as mobile phones is prohibited, and rules & regulations of University examinations should be strictly followed.*

PART I – MANAGEMENT

01. A. Discuss the nature and scope of management using accepted definitions.
(09 Marks)
- B. "All formal organizations need management"
Comment on this idea.
(08 Marks)
- C. Write a note on various managerial roles as described by Henry Mintzberg
(08 Marks)
(Total 25 Marks)
02. A. Explain why managers need plans. Identify the basic features of strategic plans, intermediate plans and operational plans.
(09 Marks)
- B. Describe the power sources of a leader.
(08 Marks)
- C. "Leadership behavior should be cope with the maturity level of followers"
Comment on this statement based on the situational leadership theory of Paul Hersey and Kenneth Blanchard.
(08 Marks)
(Total 25 Marks)
03. A. List out the principles of organizing and explain two of them.
(09 Marks)
- B. Explain four crisis of organizational life cycle.
(08 Marks)
- C. Describe the principles of delegation and advantages of delegation of authority.
(08 Marks)
(Total 25 Marks)

PART II – QUANTITATIVE MANAGEMENT

04. A. A Garment manufacturer introduced two new designs of ladies coats, a long coat and a short coat. Manufacturing details are given in following table.

Product	Manufacturing time Hours per coat		Profit per unit Rupees	Demand
	Cutting department	Sewing department		
Short Coat	1 man hour	2 man hours	3900	No limit
Long Coat	2 man hours	3 man hours	6500	Net more than 40 per week
Total Production hours available per week	80 hours	140 hours	-	-

Calculate the number of short coats and long coats should be produce per week to maximize the profit.

(18 Marks)

- B. Followings are the information of a linear programming problem.

$$\text{Minimize } Z = 20x_1 + 30x_2$$

Subject to Constraints

$$10x_1 + 15x_2 \geq 300$$

$$8x_1 + 12x_2 \geq 500$$

$$5x_1 + 10x_2 \geq 100$$

$$x_1 \leq 30$$

$$x_2 \leq 20$$

Solve this problem and find the value for x_1 and x_2 .

(07 Marks)

(Total 25 Marks)

05. Followings are the activities and their predecessors of a project and time estimates for each in weeks.

Activity	Predecessor	Optimistic time	Most likely time	Pessimistic time
A	-	10	12	14
B	A	14	15	17
C	B	2	3	4
D	C	4	6	8
E	C	10	12	14
F	E	20	25	27
G	C	10	17	20
H	F	5	6	7
I	D	7	12	14
J	H,I	14	17	20
K	C	1	2	3
L	K	10	15	7
M	L	3	5	17
N	M,J	13	15	17
O	N	20	21	22
P	O	7	9	14
Q	P	2	3	4
R	Q	2	2	2
S	P	7	10	13
T	S	5	7	9
U	T,R,G	4	8	12

- A. Calculate the expected time for each activity. (05 Marks)
- B. Draw a network for the project. (10 Marks)
- C. Find the expected project completion time and critical path. (10 Marks)
- (Total 25 Marks)

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