INSTITUTE OF HUMAN RESOURCE ADVANCEMENT

UNIVERSITY OF COLOMBO, SRI LANKA

Masters Degree in Human Resource Management - Course No.04

1st Semester Examination

(Held in December, 2013)

MHRM 01 – Managing Organizations and People

Instructions to the Candidates

(1)   Total number of pages – Two (02)

(2)   Total number of questions - Five (05)

(3)   Answer any Four (04) questions.

(4)   If a page or a part of this question paper is not printed, please inform the Supervisor immediately.

(5)   Time allocated for the examination is three (03) hours.

(6)   Write your index number in all pages of answer script

(7)   Tie up all answer sheets at the end of the examination

1. I. Explain the ten management roles described by Henry Mintsberg. Give an example for each.

   (09 Marks)

   II. Contrast efficiency and effectiveness using management process model.

   (08 Marks)

   III. "There are three main types of managers based on their rote and position in an organization"
   Do you agree, Explain.

   (08 Marks)

   (Total 25 Marks)

2. I. A Contingency approach is a model of leadership that describe the relationship between leadership styles and specific situations. Explain.

   (09 Marks)

   II. " Leaders use power to influence people and accomplish organizational goals" Explain the statement highlighting leader's power sources.

   (08 Marks)

   III. Identity the various types of followership.

   (08 Marks)

   (Total 25 Marks)

3. I. Explain the following organizational principles.
   a. Specialization
   b. Chain of command
   c. Span of Management

   (08 Marks)

   II. Explain the concept of organizational life cycle.

   (09 Marks)

   III. Briefly explain the methods of departmentalization

   (08 Marks)

   (Total 25 Marks)

4. I. A Plant manufactures two products A and B. The profit of each product has been estimated as Rs. 2,000/- , for product A and Rs. 2400/- for product B. Each products passes through three departments of the plant. Time requirement for each product and total time available in each department are as follows.

Department	Hours relevired		Available hours dring the month
	Product A	Product B	
1	2	3	15,000
2	3	2	15,000
3	1	1	6,000

The company has a contract to supply at least 2500 unit of product B per month. Formulate liner programming model and solve by graphical method.

(15 Marks)

II. Agro Company wants to decide how many units of each of four fertilizer brands to produce which will minimize cost. Each brand yield a specific amount of nitrogen phosphate and potassium as follow.

Pertilizer Brand	Contribution per Unit			Unit Cost
	Nitrogen	Phosphate	Potassium	
P1	3	2	6	450
P2	4	2	4	400
P3	8	7	7	850
P4	6	5	4	650
Minimum in requirement units	800	200	700	

Formulate liner program model for the problem (No need to solve)

(10 Marks)

(Total 25 Marks)

5. Following are the activities and their predecessors of a project and time estimates of each activity in weeks.

Activity	Predecessor	Time		
		Optimistic	Most Likely	Pessimistic
A	...	3	5	6
B	...	1	2	3
C	A	2	4	6
D	A	6	8	12
E	B,C	8	12	17
F	E	0	0	0
G	D,F	5	7	9
H	E	6	9	12
I	H	1	2	3
J	G,I	3	6	8
k	H	8	15	20

I. Calculate the expected time for each activity. **(06 Marks)**
II. Draw a network for the project. **(09 Marks)**
III. Find the project completion time and critical path. **(10 Marks)**

(Total 25 Marks)