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Serial No.....

Society of Certified Management Accountants of Sri Lanka

Intermediate Stage September 2007 Examination

Examination Date : 22nd September 2007

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** only selecting **at least 2** questions from each part.
3. Answers should be entirely in the **English** language.

| <u>Subject</u> | <u>Subject Code</u> |
|--|---------------------|
| Managing People & Organizations Management | (MPO) |

Part I

- (1) Explain the process of Strategic Planning. **(20 Marks)**
- (2) Critically Review the Contingency Theory of Management in comparison with the Classical Theory of Management. **(20 Marks)**
- (3) Write short notes on any four of the following
(a) Organizational Structure
(b) Span of Control
(c) Chain of Command
(d) Delegation
(e) Line & Staff function **(20 Marks)**
- (4) Discuss how theories of leadership could be applied to understand Behaviors of Managers. **(20 Marks)**
End of Part I

Part II

- (5) “As a technique of selection, interviewing is a subjective process”.
(a) Do you agree or disagree with this statement? Indicate Reasons. **(5 Marks)**
(b) Recommend measures to reduce the extent of subjectivity. **(15 Marks)**
(Total 20 Marks)
- (6) (a) Explain the Employee Performance Review System based on objective (target) setting **(10 Marks)**
(b) Critically review the advantages and disadvantages of this system. **(10 Marks)**
(Total 20 Marks)
- (7) Explain the macro and micro factors that should be considered in formulating a policy on salary and wage determination. **(20 Marks)**
- (8) (a) What is an Employee Grievance? explain. **(5 Marks)**
(b) How could Employee Grievances occur? Give Reasons. **(15 Marks)**
(Total 20 Marks)
End of Part II
End of Question Paper