

EASTERN UNIVERSITY SRI LANKA  
FACULTY OF COMMERCE AND MANAGEMENT  
FIRST YEAR FIRST SEMESTER EXAMINATION IN BACHELOR OF BUSINESS  
ADMINISTRATION / BACHELOR OF COMMERCE – 2017/2018  
PROPER/REPEAT (July/August 2019)  
MGT 1013 Management Process & Practice

Answer all Questions

Time: 3 hours

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Q1 *Read this case study and answer the questions given below.*

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### A Leadership Challenge

#### **Background Information**

Mary Herzen could not have been happier when she was hired to supervise the Patient Services Department at Northside Hospital. At age 45, Mary had been in various patient and bookkeeping capacities for more than 15 years, and she enjoyed both the work and supervising others. This new opportunity came at a perfect time: just three months earlier, she had lost her job as part of a general reorganization at Central Hospital.

As Patient Services supervisor, Mary oversaw a department made up of a senior service representative and two service reps. It had taken five months to fill the position. The delay was caused in part by the internal job-posting process of notifying and interviewing internal applicants before advertising outside the organization.

Two Northside employees had applied. Both worked in the Patient Services Department. Juanita Ramirez, 32, had been with Northside for 10 years. She was the senior services rep, with over eight years experience in this department. Sue Williamson, at 26, had less time with Northside and, therefore, less experience in the function. Although both were interviewed for the supervisory position, neither were seen as strong enough candidates for promotion.

When Mary arrived for work on the first day, she met her boss, Chris Sapiro, after completing the new employee paperwork in Personnel. Chris was the one who had interviewed Mary and decided to hire her.

After going over some general guidelines and providing further details about the department and its personnel, Chris mentioned to Mary that two of her employees had applied for her job.

Chris continued: "I just mention that because there could be a possible problem with Juanita. I don't know, she might be resentful. Handle it the way you see best."

Chris then took her to the Patient Services Department, where he introduced other employees and showed her the office. Mary began to settle in.

Later that afternoon, Mary set up individual meetings with each of the employees she wanted to get to know them personally, learn what their job duties were, and how they did their jobs. All the meetings went smoothly except the one with Juanita.

Mary could tell from the start that there would be difficulties. Juanita reluctantly, sat down, and did not look at Mary. Her crossed arms and unmet gaze at the ceiling conveyed the message: "Don't mess with me." Mary was unable to get complete sentences from Juanita in response to her questions.

Mary tried to press Juanita on what her job duties and responsibilities were. After a few vague replies and more questions, Juanita said: "Look, I've told you what to do. It's your job to tell me what to do. I don't know beyond that."

This kind of exchange went on a little longer, until Mary finally said: "Juanita, as well as we are going to communicate, we're going to have some real problems. That seemed to catch Juanita's attention.

"Don't try to frighten me," Juanita replied tensely. Juanita was clearly concerned about something in her mind.

Mary paused, unsure of what to say next.

"The only reason you got this job is because you're Anglo," Juanita finally said. "You should have had that job. This hospital is afraid to promote a Black person to management."

Juanita halted for a moment, her bottom lip starting to quiver. She began to cry. "I've been discriminated against....You're the boss. You're the one who is supposed to know it all. "I'm not going to answer any more of your dump questions. I'll tell me what I'm supposed to do."

#### **Questions to answer**

- a.) Should Chris have informed Mary about the internal applicants before offering the job?
- b.) Was meeting with each employee as part of Mary's orientation a good idea?
- c.) Evaluate the agenda Mary used. How could it be improved?

d.) How should Mary respond to the issues Juanita is raising?

( 04 Marks)

e.) What are some general issues new managers and supervisors may face when assuming responsibility for a new job?

( 04 Marks)

(Total Marks 20)

Q 2. a.) *"The concept of role, in this sense, is similar to the role an actor plays in a theatrical production. Certain roles and skill are usually required of all managers, no matter what their specialty or level."*

Based on the above statement explain the different roles a manager should perform in achieving organizational success.

( 08 Marks)

b.) *"Management is the creative problem solving process of planning, organizing, leading, and controlling an organization's resources to achieve its mission and objective".*

Based on the above statement explain the important features or characteristics of management.

(08 Marks)

c.) *"A principle can be defined as a fundamental statement of truth providing a guide to thought and action."*

Based on the above statement explain the Nature Of Management Principles.

(04 Marks)

(Total Marks 20)

Q3 a.) *"Environment is a collection of all factors within the control of individual business and beyond the control of individual business, these environmental factors may affect different parts of the organization in different ways because different parts interact with their relevant external environment differently".*

Based on the above statement, list and explain the external environmental factors that may affect different parts of the organization.

(12 Marks)

b.) *"Organizations establish many different types of plans at a general level."*

Based on the above statement, briefly explain the different types of plans developed by organizations at general level.

(04 Marks)

- c.) *"Planning is problem solving for the future in a changing environment. As more changes take place in the external business environment, planning becomes more and more difficult."*

In view of the above statement, explain the benefits of planning.

- Q4 a.) *"Leadership is the ability of a superior to influence the behaviour of a subordinate and persuade them to follow a particular course of action."*

Based on the above statement explain the different types of leadership power used to influence the behaviour of a subordinate or group and persuade them to follow a course of action.

- b.) *"Organizing refers to the formal grouping of people and activities to achieve the organization's objectives."*

Based on the above statement, define the term "Organizing" and explain the organizing process.

- c.) *"Control is the process of monitoring activities to ensure that they are being carried out as planned, and of correcting any deviations."*

Based on the above statement, explain behavioural implications of control system.

- Q5. a.) *"Management by objective (MBO) is a process for accomplishing enterprise objectives through the enhancement of employees' commitment and participation."*

Considering the above statement, explain the features of Management by objective.

- b.) *"Motivation is an effective instrument in the hands of management for inspiring confidence in the workforce that they are capable of achieving, sparkling results."*

In view of the above statement, explain the need for motivation in an organization.

- c.) *"Broadly speaking, thus, a grievance is traceable to be perceived as non-fulfillment of expectations from the organization."*

Based on the above statement identify and explain the causes of grievances in organization.