



**Uva Wellassa University**

Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management

*1<sup>st</sup> YEAR 1<sup>st</sup> SEMESTER EXAMINATION – FEBRUARY / MARCH 2011*

**EMG 171-3 Developing Managerial Skills**



**Instructions to candidates:**

- No. of pages : Six (06)  
No. of questions : Five (05) Structured  
: Five (05) Essay  
Time : Two Hours and Thirty Minutes  
Marks allocated : 30 marks for Part B  
: 50 marks for Part C

Index No:

Answer all questions in part B.

Answer only three questions in part C including question number 01.

### Part C- Essay Questions

01. Read the following guidelines and answer the questions given below:

Century-old Samaritan Medical Centre serves the northern New York state region with two hospitals, a nursing home, five regional outlets, and about 200 doctors and other medical professionals. Samaritan has recorded losses for 14 of the past 15 years, and this year it will sink deeper. Even worse, they keep prevent introducing new technology and salary increases. Now the top management team newly appointed is facing a crisis.

Frustrated and fed up with drawn-out bargaining over pay raises and outdated equipment, nearly 300 nurses and technicians went on strike, refusing to return to work until matters were resolved.

As they reviewed Samaritan's problems, the new leaders found that many departments were using operational and control standards put in place generations ago. Other departments followed no standards at all. Without any quick changes, bankruptcy will occur soon.

- i. How can the new management team at Samaritan Medical Centre use control systems and strategies to improve cost efficiency and save the organisation from bankruptcy?  
(5 Marks)
  - ii. Why is it important for managers to understand the process of organisational control?  
(5 Marks)
  - iii. Can you give examples of feedback control that might be used in a large hospital?  
(10 Marks)
- (Total Marks 20)

02. i. Organizations often have 3 levels of managers. Briefly explain those management levels.  
(6 marks)
- ii. According to Mintzberg's "a role is a set of specific tasks a person performs because of the position they hold" briefly explain roles playing by managers.  
(9 Marks)
- (Total Marks 15)

03. Managers need skills to effectively and efficiently perform the roles expected of them in their organisations. One of the skills that a manager will need is the skill of decision making.

i. Outline the steps involved in the decision-making process and briefly explain them.

(10 Marks)

ii. Explain **four** reasons why many managers are reluctant to participate in the actual decision making and decision implementation process.

(5 Marks)

(Total Marks 15)

04. "Money is the only effective motivator. If you want people to work harder, pay them more and they will perform better. All other forms of so-called motivators are a waste of time, money and effort."

Do you agree or disagree with the above statement? Support your arguments with the relevant motivation theories. Your answer should also include other possible motivators.

(Marks 15)

05. i. Who is an effective leader? Give two examples

(5 Marks)

ii. Differentiate coercive power from reward power using appropriate examples

(5 Marks)

iii. Explain the two behavioral dimensions on which the "Managerial Grid leadership Model" is based on.

(5 Marks)

(Total Marks 15)

