



Bachelor Level/ First Year/ Third Semester/ Science  
**Computer Science and Information Technology (MGT 205)**  
(Introduction to Management)

Full Marks: 80  
Pass Marks: 32  
Time: 3 hours

*Candidates are required to give their answers in their own words as far as practicable.*  
The figures in the margin indicate full marks.

**Group A**

(2x10=20)

1. Write specific answers to the following questions:
  - a. Who is the father of Scientific Management?
  - b. Write a definition of management?
  - c. What is ethics in management?
  - d. What is a system?
  - e. What do you understand by the principle of Span of Control?
  - f. List any three advantages of Line Organization.
  - g. What physiological needs are as described in Maslow's Hierarchy of Needs?
  - h. Write any three source of conflict.
  - i. What can you understand by '1, 1' in explaining Managerial Grid Theory?
  - j. What do you understand by Corporate Social Responsibility?

**Group B**

(2x12=24)

**Answer any two questions, but question no. 4 is compulsory.**

2. Explain the combination of Administrative Management Theory.
3. Explain the types of planning in detail.
4. Read the case given below carefully & answer the question:

Ms. Chemjong is General Manager of Nepal Net P. Ltd. There are 65 employees working under her. It is a software development company & about 80% employees are programmers & software engineers, & about 30 % are administrative & support staffs. She is very strict with her administrative & support staffs. She wants all of them to be in their office at specified time & be in the office during their office hour. On the other hand, with programmers & software engineers, Ms. Chemjong is very liberal & friendly. There is no fixed work hour for them & she says that at "the specified time I need output. The rest of the thing related to work is to be decided by you."

**Questions:** Defining leadership explain with the help of the situation in the case what type of leadership you find on Ms. Chemjong?

**Attempt any six questions:**

5. What are the skills required for a manager?
6. Describe internal environment of management.
7. What do you understand by Human Resource Management? Briefly describe.
8. What is contingency approach in management?
9. What is decision making? Explain briefly.
10. Describe briefly the concept of TQM.
11. What do you understand by the term conflict?
12. Briefly describe the barriers to effective communication.

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**Group A**

(2x10=20)

1. Write specific answers to the following questions:
  - a) What is the theory developed by Douglas McGregor?
  - b) What is leadership?
  - c) What is MBO?
  - d) What is programmed decision making?
  - e) What do you understand by the principle of order under principle of management?
  - f) List any three limitations of functional organization.
  - g) What is conflict?
  - h) What is quality control?
  - i) What is flexible plan?
  - j) What is Management Information System?

**Group B**

(2x12=24)

**Answer any two questions, but question no. 4 is compulsory.**

2. Discuss in detail the Corporate Social Responsibility?
3. Describe in detail the Managerial Grid Theory.
4. Read the case given below carefully & answer the question:

Mr. Sharma is a Section Officer of District Administration Office (DAO) of Kaski. He is transferred to DAO of Koshi. He is on the process of leaving Kaski. Other employees of Koshi, who have not seen Mr. Sharma before start discussing about Mr. Sharma's character & qualities. They know much information about Mr. Sharma including his weakness in performing assigned tasks.

**Questions:** Describing the role of communication, explain how the employees at Koshi might have received the information of Mr. Sharma before his joining that office.

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**Attempt any six questions:**

5. Describe briefly the system concept in management.
6. What role do ethics play in organization? Briefly explain.
7. Describe why planning is important?
8. Discuss what do you understand by decentralization?
9. What do you understand by hierarchy of planning?
10. Briefly describe the contribution of behavior science theory management.
11. Discuss the functions of management.
12. Why quality assurance is important in management? Explain briefly.

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**Group A**

(2x10=20)

1. Write specific answers to the following questions:
  - a. Who is credited for Hawthorne Studies?
  - b. Write a definition of organization.
  - c. What is Total Quality Management?
  - d. Write down the functions of HRM.
  - e. What do you understand by Principle of Unity of Command?
  - f. List three advantages of Line and Staff Organization.
  - g. Write any three Hygiene Factors as described in Herzberg's Motivation Hygiene Theory.
  - h. What is conflict?
  - i. What is control?
  - j. What can be understood by '9, 9' in explaining Managerial Grid Theory?

**Group B**

(2x12=24)

**Answer any two questions, but question no. 4 is compulsory.**

2. Explain the System Approach in detail.
3. Discuss in detail the types of planning.
4. Read the case given below carefully & answer the question:

Mr. Thapa is a Branch Manager of Development Bank. It is a regional bank starting its operation from Surkhet. The bank has its clear policies; the Executive Chairperson of the bank provides close supervision; the salary given to Mr. Thapa meets his daily requirements and other conditions are found satisfactory. Mr. Thapa usually comments on his work environment as follows:

"I don't like this work as the executive use us to earn money and forbid us to grow. We are being used as a machine and nobody cares about what i want and what i like. They are only concerned to earn money."

**Question:** What do you understand by motivation? Explain analyzing the case which motivation theory helps describing Mr. Thapa's behavior.

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**Attempt any six questions:**

5. What is Corporate Social Responsibility? Briefly discuss.
6. Describe the steps in planning.
7. What is programmed and non-programmed decision making? Explain briefly.
8. Describe how conflict can be resolved.
9. Describe the communication process.
10. Why MIS is important for organization?
11. Describe the components of technological environment.
12. What is MBO? Explain briefly.

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**Group A**

(2x10=20)

1. Write specific answers to the following questions:

- a) Write four components of internal environment and explain any one of it.
- b) Make a list of Roles of Manager in an organization.
- c) What is MBO? Write down four steps of MBO process.
- d) What is communication? Write four barriers to communication.
- e) Define organization and mention its five features.
- f) Give the meaning of Line and staff organization structure. Present the line and staff organization in graphical form.
- g) What is the theory developed by Douglas McGregor? Draw a figure of hierarchy of needs in ladder form.
- h) What do you understand by the principle of Span of Control and principle of authority and responsibility under principles of management?
- i) Give full forms of QC, TQM, MIS, DSS, PERT, CPM.
- j) Point out the four barriers to effective communication and the four techniques to improve them.

**Group B**

(2x12=24)

**Answer any two questions, but question no. 4 is compulsory.**

2. Define management. Explain how Hawthorne experiments have contributed to the development of management thought.
3. What is controlling? As a manager of an organization, what types of control system would you recommend and why?
4. Read the case given below carefully and answer the question:

Ravi, general manager of a commercial bank believes on management by objective. He used to involve subordinates in planning and decision making. He has given autonomy to his employees to accomplish their job themselves but willing to help them if they need. He has been very successful in his activities in this respect. He hired Ashok, a fresh MBA from Kathmandu University. Ashok was good at academic performance. Ashok was posted in the loan department. Ravi motivated Ashok to work independently, maintaining his faith in philosophy of participative management. He discussed the job assigned to him to be achieved within the specified time. Ashok, however, failed to complete the job in time. Later on, Ravi revised target after consultation with Ashok. However, specified targets were not achieved. Ravi met Ashok and blamed him for his non-performance. He was warned for better performance or ready for termination. Ashok was surprised for a while but later on with courage said, Sir, though I like you, but I feel hesitant working with you. I sometimes do not know what to do next. It takes me longer if I could benefit from your experience by having you tell me each day w at steps to take next. He further told Ravi that in his previous job also, his supervisors used to help him like that. On hearing this, Ravi became wordless and speculated what to do with Ashok.

**Questions:**

1. What would you suggest improving Ashok's performance?
2. Was Ravi's decision to terminate Ashok was the right way to handle the situation?
3. Should Ravi discard his belief in MBO? Give your view.

**Attempt any six questions:**

5. Explain Behavioral Science Theory with its contributions and limitations.
6. What is management ethics? What role do ethics play in organization? Explain.
7. What is Decentralization? Explain its merits.
8. Why is human resource management important in an organization? Describe briefly its components.
9. Explain Managerial Grid Theory of leadership with the help of a figure.
10. Define Motivation. Explain Maslow's theory of motivation.
11. Define communication. Explain its major barriers.
12. Discuss the types of control system.

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  - d. Write down the functions of HRM.
  - e. What do you understand by Principle of Unity of Command?
  - f. List three advantages of Line and Staff Organization.
  - g. Write any three Hygiene Factors as described in Herzberg's Motivation Hygiene Theory.
  - h. What is conflict?
  - i. What is control?
  - j. What can be understood by '9, 9' in explaining Managerial Grid Theory?

**Group B**

(2x12=24)

**Answer any two questions, but question no. 4 is compulsory.**

2. Explain the System Approach in detail.
3. Discuss in detail the types of planning.
4. Read the case given below carefully & answer the question:

Mr. Thapa is a Branch Manager of Development Bank. It is a regional bank starting its operation from Surkhet. The bank has its clear policies; the Executive Chairperson of the bank provides close supervision; the salary given to Mr. Thapa meets his daily requirements and other conditions are found satisfactory. Mr. Thapa usually comments on his work environment as follows:

"I don't like this work as the executive use us to earn money and forbid us to grow. We are being used as a machine and nobody cares about what i want and what i like. They are only concerned to earn money."

**Question:** What do you understand by motivation? Explain analyzing the case which motivation theory helps describing Mr. Thapa's behavior.

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**Attempt any six questions:**

5. What is Corporate Social Responsibility? Briefly discuss.
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7. What is programmed and non-programmed decision making? Explain briefly.
8. Describe how conflict can be resolved.
9. Describe the communication process.
10. Why MIS is important for organization?
11. Describe the components of technological environment.
12. What is MBO? Explain briefly.

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**Group A**

(2x10=20)

1. Write specific answers to the following questions:
  - a. Write four principles of management.
  - b. Point out the four characteristics of the contingency theory.
  - c. Define business environment.
  - d. What is planning? List out four types of plan.
  - e. What do you understand by individual and group decision making?
  - f. Define human resource management and list out the components of human resource management.
  - g. Point out the four factors of hygiene factors of Herzberg's hygiene Theory.
  - h. Mention about conflict resolution.
  - i. What is management information system?
  - j. Write full form of CSR, QC, SWOT and CPM.

**Group B**

(2x12=24)

**Answer any two questions, but question no. 4 is compulsory.**

2. What is decision making? What process would you commonly follow for making organizational decision? Explain.
3. Define organization. Explain about line organization and line and staff organization structure.
4. Read the case given below carefully & answer the question:

Vinay was appointed four months ago as the manager of the research and development department of frontline engineering company. The vice president of the company who took the decision, strongly believed that R and D department would use with advantage the expertise of the person who was experienced in production problems. Vinay had been a production supervisor and had an excellent reputation for getting the jobs done. He was quite systematic in his working and was known for his ability to solve problems prior to their reaching the higher authorities. The main emphasis of the department was to conduct practical research for the purpose of developing marketable products. Top management believed that Vinay would do well in this assignment in view of his sound production background.

Vinay could never believe how unorganized the researchers could be. They would come to work at 10.00 AM and leave at 3.00 PM. He did not realize that many of them worked till last at night. Three employees were all dedicated researchers and professional in their own right. According to them, it was not necessary that a task had to be defined in detail for the job to be executed efficiently.

Vinay felt that these conditions were not conducive to maximize productivity. He had learnt on the production line that efficiency was the direct result of the organization and structure of tasks. If it worked in one situation it would work in another. To start with, Vinay installed a time clock. He believed that punctuality of the staff and their presence during the working hour of the day was prerequisite for

success. The researchers in the R and D department expressed disbelief in the decision. Prior to Vinay becoming the manager most of the researchers were recognized as being quite productive. Many of them actually kidded to work on Saturday evenings, because the activity level of the plant was lower, and they could concentrate better. Without realizing this Vinay was actually telling the members to reduce their work per unit of production by one-fourth.

On arrival for work on the following Monday, Vinay was pleased to see that all the researchers clocked in at the right time. They stayed at their desk throughout the day, and left promptly at 5.00 PM. He hoped that everything was going to be great. The employees have accepted him as their supervisor. The expectations turned out to be short-lived. People throughout the company began calling on him asking why their particular project was not finished. When he checked with the persons concerned, he found that they had been working on it but did not have the time to complete it. This was so in almost all cases.

Vinay came to the conclusion that the researchers were negligent and therefore, issues numerous letters requiring explanation. In the meanwhile, several employees resigned to deteriorate, and on useful work was being conducted in the department. When the Vice-President finally asked Vinay what was causing this inefficiency, he responded, "they were all a bunch of super-ego people but he would bring them to book". The Vice president was not sure that this was the problem. He seeks your advice.

**Question:**

1. What considerations did the management have on mind while appointing Vinay as the Manager of the Research and Development Department?
2. How would you describe the leadership style of Vinay? How appropriate was this style to the management of the Research and Development Department?
3. What style of leadership can be regarded to be the most effective in a group of researchers?
4. If you were the Vice-President of Front Line Engineering Company, what action would you take to improve the situation?

**Group C**

(6x6=36)

**Attempt any six questions:**

5. What are the basic functions of management?
6. Define scientific management. What are the major contributions made by F.W. Taylor, the father of scientific management?
7. Identify the areas of corporate social responsibility.
8. Discuss the types of planning.
9. Mention the major components of human resource management.
10. What is leadership? Explain the styles of leadership.
11. Explain the meaning and types of communication.
12. What is control? State the characteristics of an effective control system.

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**Group A**

(2x10=20)

1 Write specific answer to the following questions:

- (a) Define management and mention its four features.
- (b) Write any four administrative management theory.
- (c) What do you understand about management ethics?
- (d) What is planning? Explain in brief about standing plans.
- (e) Explain about programmed and non-programmed decision.
- (f) Point out the various types of organization structure and explain in brief any one of it.
- (g) Write four components of human resource management.
- (h) Mention about democratic leadership style.
- (i) Define communication and mention four examples of non-verbal communication.
- (j) Write the full form of MBO, MIS, HRM, and TQM.

**Group B**

(2x12=24)

**Attempt any two questions, but question no. 4 is compulsory.**

2. Describe the principles of Administrative management theory.
3. Why are business and culture closely related? What is the significance of socio-cultural environment for business?
4. Read the case carefully and answer the question:

One of the most successful discount department stores in America is known as Wal-Mart stores and is named after its founder Sam Walton. Because of the phenomenal success of these stores, Sam Walton became the richest man in America. Also, because of his leadership, the stores have enjoyed continuous growth and expansion, so that by mid 1980s, the chain had over 700 stores and increasing at the rate of an additional 100 stores per year. Its sales increased annually by over 35% per year and the profits have soared close to 40% per year since 1975.

Sam Walton, until he died in 1992, took personal interest in his employees. His managerial philosophy was to get the right people in the right places and then give them the freedom to be innovative to accomplish their tasks. He called his employees as associated and treated them as associates. As per company policy, all associated are eligible for profit sharing plans which motivate the employees further. The managers of the stores are required and encouraged to meet with their employees in a social setting to discuss their concerns as well as issues of organizational interest, and this makes the employees feel that their input is taken seriously by the management.

Sam Walton himself led a simple life. He did not exhibit any aura about himself, giving the employees a feeling that he was one of them. He and his executives regularly traveled in company owned planes

to visit Wal-Mart stores situated at various sites across the country. He met with sales clerks, stock boys and sales managers to find out what items were popular. He knew most of them by their first names and addresses them so. He initiated “employee of the month” in all categories and created honour roles for more successful stores. This created inner competition requiring extra effort to improve sales and service. This policy gained high respect for him as a leader.

The administration of the organization is very cost conscious. It only spends about 2% of sales for general administrative expenses. It shops for suppliers at bargain prices all around the world and has built giant warehouse around the country in such a manner so that most stores are within six hours of driving from a warehouse. This helps in better delivery system and reduced inventories at retail stores. Each store prepared a monthly financial report which can be studied line by line to look for ways to reduce costs further. These cost savings are passed on to the customers and this in turn generates customer loyalty. Wal-Mart slogan of “Quality you need, prices you want” has become a generic organizational statement.

Wal-Mart with more than 2000 stores at present is faced with tough competition from a similar chain of discount stores known as K-Mar. However, Sam Walton did not worry about the competition because he felt that his people oriented philosophy of operations and cost cutting efforts without diluting the quality of the merchandise would always meet the competition head-on.

**Questions:**

- (a) What are the major reasons for the company’s phenomenal success? Explain those reasons in detail.
- (b) How would you describe Sam Walton as an effective leader? What leadership theory is consistent with his leadership style?
- (c) How important it is for a leader to mix with employees? How does this leadership style of “being one of the boys” affect the motivation of the employees?
- (d) What factors, other than the leadership style contributed towards the survival and the growth of the organization? Support your reasons.

**Group C**

(6x6=36)

**Attempt any six questions:**

- 5. Describe the Management Science Theory. Explain its contributions and limitations.
- 6. Define social responsibility of business. Identify the areas of corporate social responsibility.
- 7. What is the difference between standing and single-use plans? Give examples of each.
- 8. Define programmed decision. What are the main difference between programmed and non-programmed decisions?
- 9. Explain the meaning and characteristics of organization.
- 10. Define conflict. Explain major sources of conflict.
- 11. Explain Herzberg’s theory of motivation.
- 12. What are the major techniques for improving communication?

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