Chapter No. 1 (Management Concepts)

CAF examination (Spring 2015)
Question No. 1 (a)
An important part of functions of managers involve decision-making activities according to their status in the organisation hierarchy and their levels of authorities and responsibilities. Briefly describe the various roles which are performed by managers in their decision-making capacities in business organisations. (08)

Comments:
Answer to this question should be drafted from roles on Manager by Henri Mintzberg (Informational, interpersonal and Decisional). List all the categories of roles but details should be given from decisional roles.

Question No. 2
Ajax Textile Mills Limited (ATML) is engaged in the business of weaving of cloth. ATML has shown good performance and achieved high rates of returns on investment during the preceding five years. Explain in the context of Peter Drucker’s management theory, the factors which may have contributed towards the good performances of ATML. (08)

Comments:
Drucker’s theory on Management (5 areas of management responsibility).

CAF examination (Autumn 2014)
Question No. 9(a):
Identify and briefly state Minzberg’s five building blocks in a typical organizational structure. (07)

Comments:
Brief description of all five building blocks (strategic apex, middle line, operating core, techno-structure and support staff) is desired.

BCBS (Autumn 2010)
Question No. 5(a):
While discussing Styles of Leadership of Managers, Douglas McGregor refers to Theory X and Theory Y. State the salient features of Styles of Leadership based on each of these Theories. (06)

Comments:
Briefly explain Theory X and Y of McGregor and then relate leadership style (autocratic and democratic) with these two categories of individuals.
Chapter No. 2 (The Business Environment)

CAF examination (Autumn 2014)

Question No. 1 (b):
Explain briefly the salient features of Virtual Organization. (04)

Comments:
A simple and straight answer is desired on characteristics of virtual company from chapter 2.

Question No. 7:
In a market environment which offers an exceptionally high rate of return to the existing players, the threat of new entrants is imminent. However, well-entrenched players in these markets have sustainable advantages which act as deterrents to prospective competitors from entering in these lucrative markets.
Explain briefly the factors which act as deterrents and make it difficult for new comers to enter and compete in such markets. (08)

Comments:
Michael porter’s five forces model to be explained with emphasizing on threat of new entrants. While explaining the question, more stress should be given on entry barriers for new entrants in an industry.

Question No. 8:
According to Michael Porter, five activities in the primary value chain make the most significant contribution towards the success of any business enterprise.
Identify and explain briefly the constituents of the primary value chain as enunciated by Michael Porter. (08)

Comments:
Define value chain first. Enlist the basic primary and secondary activities of value chain. Explain the five primary activities of value chain focusing on the impact of these activities on success of the business.
Chapter No. 3 (Organizational Structure)

CAF examination (Spring 2015)

Question No. 1 (b)
Explain briefly the main features of Matrix Organization. (05)

Comments:
A straight forward answer to be drafted from Matrix Organizational structure focusing on its characteristics. Explaining the concept through a diagram (chart) will cast good impression.

CAF examination (Autumn 2014)

Question No. 1 (a):
ABC Limited has shown poor performance during the preceding five years in spite of the fact that the company owns substantial physical assets, including modern machinery for manufacture of a wide range of products. All the assets of the company are in good working condition and marketing prospects for the products are also promising. However, the company’s organisation structure is designed inappropriately and therefore has serious shortcomings and weaknesses which create impediments in its operations and are responsible for the company’s unsatisfactory performance.

Identify and explain briefly the characteristics which would be apparent in the working of ABC Limited because of its inappropriately designed organizational structure. (08)

Comments:
This is a tricky question and needs critical analysis. First of all key attributes of organizational structure should be explained (span of control, chain of command, centralization vs decentralization etc.). Based on different attributes of organizational structure, the impact on firm’s performance should be discussed. The basic indicators of firm’s performance include financial returns, job satisfaction, employee motivation, stress level, employee turnover, and employee attitude and team performance. These areas can be discussed in relation to poorly designed organizational structure. Answering such question requires broad thinking and critical reasoning.

Question No. 3:

Foodcrafts owns and operates a chain of eight high-class restaurants in different cities in the country. Employees at the restaurants include a manager, supervisors, kitchen crew, waiters and other supporting staff. Foodcrafts’ clientele comprises mainly of top executives/businessmen and affluent individuals who expect top quality food and attentive and courteous service at all the restaurants. The staff at the restaurants has to perform zealously during the peak lunch and dining hours as the restaurants operate at full capacity.

Decisions concerning the business of Foodcrafts have to be made at the following levels:
(i) management team at the head office
(ii) managers at the restaurants
(iii) supervisory staff at the restaurants
(iv) waiters and supporting staff at the restaurants.

Identify the levels and state briefly the reasons why you consider it appropriate to make the following decisions at these levels:
(a) reservations and assigning of tables to the customers
(b) selection of the standard menu for the restaurants
(c) offering suggestions regarding the choice of dishes to customers who seek advice
decor of the restaurants, including selection of furniture & fixtures, wall paintings, crockery and staff uniforms
(e) procurement of perishable food items such as meat, seafood, chicken, vegetables, etc. at the different locations. (10)

Comments:
The question does not directly relate to any topic of organizational structure but degree of decision making levels of hierarchy being discussed in the question relates it to organizational structure. The question requires critical analysis of various levels in organizational structure and degree of decision making at each of the levels. The four levels include Top Management, Middle Management, Front Line Management (Supervisory staff) and Lower Management (waiters etc.). You need to be very clear about the decision making at each level and how it is being carried out. Justification is also required for each allocation at each level of decision making.

**BCBS (Autumn 2013)**
**Question No. 1(a):**
What is a Matrix Organizational Structure? (03)

Comments:
A simple definition of matrix organization is required with one or two characteristics.

**BCBS (Autumn 2011)**
**Question No. 1:**
During the past 2-3 decades, organizational structures of leading companies throughout the world have undergone far-reaching changes. These changes are attributable to unprecedented growth in communication and information technology, introduction of entirely new range of products and services, changes in competitive environment and increasing globalisation. State four important changes which distinguish the organisational structures of present-day companies from the companies operating 2-3 decades ago. (06)

Comments:
Different elements of organizational structure (span of control, horizontal vs flat structure, centralization vs decentralization, specialization vs multitasking etc.) need to be discussed in answering the question.

**Question No. 2(a):**
Discuss the distinctive characteristics of a highly Decentralised Organisational Structure. (04)

Comments:
Straight and brief discussion on decentralized organization is desired.

**BCBS (Autumn 2010)**
**Question No. 1 (a&b):**
Highly successful companies build Organisational Structures which are closely aligned with their missions and goals, nature of business, level of technology, size and location(s) to enable them to achieve distinct competitive advantages and earn high profits. On the other hand, there are business
entities which carry the burden of serious deficiencies in their organisational structures resulting in unsatisfactory performance, low profitability and poor returns on investment.

a. Identify six characteristics which are generally observed in the day-to-day working of business entities which do not have appropriately designed organisational structures. (03)

b. Give brief explanations of each of these characteristics. (06)

Comments:
This is a tricky question and needs critical analysis. First of all key attributes of organizational structure should be explained (span of control, chain of command, centralization vs decentralization etc.). Based on different attributes of organizational structure, the impact on firm’s performance should be discussed. The basic indicators of firm’s performance include financial returns, job satisfaction, employee motivation, stress level, employee turnover, and employee attitude and team performance. These areas can be discussed in relation to poorly designed organizational structure. Answering such question requires broad thinking and critical reasoning.
Chapter No. 4 (Managing Change)

CAF examination (Spring 2015)

Question No. 6 (b):
Zen Courier Co (ZCC) is a mid-sized courier company and in the past was reconciled with its market-follower status as three companies dominated the business. Recently, ZCC has negotiated an agreement with Global Couriers, a leading international courier company. Global Couriers would make equity investment in ZCC and also provide technical expertise to ZCC to enable it to be an important player in the courier business in the country. This significant expansion in the scale and scope of ZCC’s business would require major changes in the organisational structure and involve redundancy of several employees, besides induction of new employees with relevant skills. Explain briefly the factors which ZCC would need to consider for successful change implementation. (06)

Comments:
Such type of question needs critical thinking to develop a structured solution. The main focus of this question is on SUCCESSFUL CHANGE IMPLEMENTATION. Levers of change management and change management skills can be discussed to answer the question. A slight discussion can also be furnished on any of the change management models (preferably Kurt Lewin’s Unfreeze, change and refreeze model or Force field analysis).

BCBS (spring 2014)

Question No. 2:
For an organization to be innovative and responsive to the need for change, a systematic approach should be established for planning and implementing changes. Identify general steps to be followed in a major change initiative. (08)

Comments:
The answer needs to be drafted from guidelines for change management, change management skills and change management levers. A detailed and comprehensive answer is desired worth 8 marks.

BCBS (Spring 2010)

Question No. 1 (a&b):
In the rapidly changing business environment, dynamic organizations have to continuously anticipate the impact of these changes on their business and introduce modifications in their organizational structures to enable them to improve and further consolidate their competitive advantages.
(a) Identify and describe the factors which make it necessary for businesses to introduce changes in their organizational structures. (06)
(b) Briefly explain the strategies which are usually adopted to overcome the resistance to change in an organization. (06)

Comments:
In part ‘a’, change levers and change management process needs to be discussed. In second part, the strategies that are desired to manage successful change will be discussed detail.
Chapter No. 5 (Culture)

CAF examination (Spring 2015)
Question No. 9 (c):
State the salient features of Power Distance Dimension as suggested by Hofstede. (02).

Comments:
A straightforward answer is required in one or two sentences to discuss power distance dimension suggested by Hofstede in his model of cross national cultures.

Question No. 11
According to Johnson and Scholes, corporate entities have ‘cultural webs’ which are unique to their particular working styles. Employees at various tiers of the organisational hierarchy imbibe the prevailing organisational culture which comprises of a set of beliefs, values and norms for day-to-day working and achievement of long-term goals. Identify and explain briefly any five inter-related elements which are unique and can be readily observed in the cultural web of a typical large corporate entity. (10)

Comments:
A detailed description of Cultural Web is desired focusing on a large corporate entity.

BCBS (Autumn 2012)
Question No. 11 (b-ii):
Briefly explain Organizational Culture. (02)

Comments:
Simple definition of Org culture is desired.

BCBS (Spring 2012)
Question No. 2 (a&b):
Fashion Planet was established as a one-person ladies dress boutique in 1995. Its founder, Ms. Humaira Haq, had a master’s degree in fashion designing which meshed well with a deep passion to be a ‘leader of fashion and trend-setter’ whose unique designs would be emulated by the followers. Over the years, the business has grown considerably and it now has 50 employees on its payroll.
Ms. Haq involved herself increasingly with her staff and a conducive work environment promoted both commitment and efficiency in the organisation. She was well aware of her employees’ personal and professional needs and was always available with support and advice.
However, during the preceding year some innovative fashion designs, introduced after mutual consensus of the key employees, failed to gain acceptance in the niche market and has left the company in a real fix. Fashion Planet has depleted a large proportion of its cash resources as it had purchased materials, most of which had to be sold at a substantial loss.
Last Friday, Ms. Haq called a meeting of her staff and told them, either they would have to accept a cut in salaries by 30 per cent from the next month or Fashion Planet may have to wind-up its operations. Although ample employment opportunities were available in the area for the trained staff, the news left them in a state of complete shock. They never thought of Ms. Haq as a boss but as their mentor and family member. Almost 90 per cent of the employees expressed their willingness to accept the salary cuts until such time that the affairs of the company are stabilized once again.
In order to bring the affairs of the business back on track, Ms. Haq has approached two ex college friends who have adequate experience in fashion designing. They have agreed to make equity
investment and participate actively in the affairs of the business. This would involve introduction of a more formal organizational structure in Fashion Planet and adoption of a workable business plan for future growth.

**Required:**

a. Identify six key elements of organizational culture presently prevailing in Fashion Planet. (03)

b. Identify and explain the changes in the organisation structure that Ms. Haq and her incoming partners would have to introduce to achieve the business objectives and also retain the characteristics of the existing culture of the organisation. (09)

**Comments:**

Part ‘a’ can be answered based on cultural web or any other model of organizational culture. For answering the 2nd part, critical analysis is required between organizational structure, change management and organizational culture. A blend of different change management strategies need to be explained keeping in view the cultural implications of the organization. Chapter 4 can be addressed for answer to this question.
Chapter No. 6 (Employee Behavior)

**CAF examination (Spring 2015)**

**Question No. 8 (a):**
What is meant by term “attitude”? (02)  

**Comments:**  
Simple definition of “attitude” is desired.

**Question No. 8 (b):**
Identify and briefly explain different components of Attitude. (06)

**Comments:**  
The three main components of attitudes (cognitive, affective and behavioral) need to be explained in quite detail. Examples may also be provided in each component.

**CAF examination (Autumn 2014)**

**Question No. 9(b):**
Briefly describe the term PERCEPTION and list the factors which influence an individual’s perception towards any object, situation or person. (03)

**Comments:**  
A straight forward answer is desired from chapter 6 on perception.

**BCBS (Autumn 2013)**

**Question No. 9(a):**
In our day-to-day interpersonal communications, errors of perception are a common phenomenon and often create misunderstandings which result in incorrect decisions. Identify five factors which give rise to errors of perception in our interactions with others. (05)

**Comments:**  
Perceptual problems (halo effect, stereotyping etc) need to explained briefly.

**BCBS (Spring 2013)**

**Question No. 8(b):**
Define the term Perception. Narrate different types of errors of Perception which result in inaccurate or wrongful impression of other individuals with whom we interact in our working relationships. (06)

**Comments:**  
Perceptual problems (halo effect, stereotyping etc) need to explained briefly.

**BCBS (Autumn 2011)**

**Question No. 3 (a&b):**
   a. What is Job Stress? State the apparent Behavioural Symptoms of existence of Job Stress. (03)
   b. State four factors which can cause Job Stress. (04).

**Comments:**
Simple and straight discussion is required on job stress symptoms and reasons (social and personal etc.)

**Question No. 7 (a&b):**
What is meant by term “attitude”? Identify and briefly explain different components of Attitude. (08)

**Comments:**
Simple definition of “attitude” is desired. The three main components of attitudes (cognitive, affective and behavioral) need to be explained in quite detail. Examples may also be provided in each component.
Chapter No. 7 (Motivation)

CAF examination (Spring 2015)
Question No. 4 (a):
Define the term “Motivation”. (02)

Comments:
A simple one sentence definition of “Motivation” is desired.

Question No. 4 (b):
Although Maslow’s Theory of ‘Hierarchy of Needs’ has wide acceptance among psychologists who study human motivations, the theory has certain limitations which should be kept in perspective while considering the motivational factors in business environments.
Briefly describe limitations of Maslow’s Theory of Hierarchy of Needs. (07)

Comments:
Be clear that the question is focusing mainly on LIMITATIONS of Maslow’s Hierarchy of need theory. Briefly discuss the theory first and then focus on the limitations.

Question No. 9 (b):
Explain the salient features of term “Self-efficacy”. (02)

Comments:
Brief understanding of the term self-efficacy to be discussed in précised manner.

CAF examination (Autumn 2014)
Question No. 5
Discuss the advantages which progressive organizations seek to achieve by implementing formal Goal Setting System. (10)

Comments:
Answer to be drafted from Goal Setting topic in chapter 7 including discussion on Vision, Mission, SMART goals, and MBO. This question requires comprehensive explanation worth 10 marks.

Question No. 6
Describe the salient features of the two-factor theory of Motivation-Hygiene propounded by Herzberg. (07)

Comments:
A detailed discussion is desired on two-factor theory by Herzberg from chapter 7. Detailed discussion on hygiene factors and motivators will be necessary to secure marks.

BCBS (Spring 2014)
Question No. 12(b):
Management By Objectives (MBO) is a process whereby managers and subordinates jointly set goals, share information and discuss strategies that lead to goal attainment.
State five advantages of MBO. (05)
A simple and straight answer needs to be drafted from topic MBO from chapter 7 (motivation).

BCBS (Autumn 2013)
Question No. 4:
Explain the concept of motivation as discussed in the Equity Theory of Work Motivation. (10)

Comments:
Detailed discussion is required on equity theory from chapter 7.

Question No. 7:
Superior Electrical Products Limited manufactures various kinds of electrical goods and sells its products in the domestic market. The company has recently expanded its production capacity as it plans to enter into the export market. To achieve effective coordination, the management is of the opinion that the various departments should be assigned specific performance goals to meet the quality requirements and delivery schedules for the domestic and export markets. This is particularly important because several new employees will be inducted who would have to work in a team environment with the existing workforce.
State what advantages would be achieved by implementing a formal goal setting system in the company. (10)

Comments:
Goal setting theory from chapter 7 needs to be explained in detail. Hierarchy of vision, mission, goals objective, SMART goals also need to be addressed. A brief discussion on MBO will create a difference.

BCBS (Spring 2013)
Question No. 13(b):
Knowledgeable Human Resource Managers recognise that implementing policies of Job Enrichment result in strong Intrinsic or Internal Motivation among the employees.
Discuss what is meant by Job Enrichment and Intrinsic Motivation. (06)

Comments:
Simple definitions and brief discussion on job enrichment and intrinsic motivation from chapter 7 is desired.

BCBS (Autumn 2012)
Question No. 8(a):
Various studies in Organisational Behaviour have shown that the Expectancy Theory of Motivation has considerable validity and is widely applied by managers to achieve high levels of performance from employees. Explain the salient features of the Expectancy Theory of Motivation. (06)

Comments:
Expectancy theory of motivation needs to be explained in detail with diagram.

Question No. 11 (b-ii):
Briefly explain Job Satisfaction. (02)
Comments:
Simple definition of job satisfaction is desired.

BCBS (Spring 2012)
Question No. 9(b)
Self-actualisation is a concept which has gained wide recognition in psychological and motivational theories after its enunciation in Maslow’s Theory of Hierarchy of Needs. Explain the concept of self-actualisation. (04)

Comments:
Maslow Hierarchy of need theory needs to addressed briefly listing all needs. Explain the top order need (Self actualization) in detail.

BCBS (Autumn 2011)
Question No. 9(a):
Employee Motivation involves complex issues requiring insight in theories of rewards and compensation, human psychology and understanding of sensitivities of individual employees. List ten Non-Monetary Factors which would help to create greater Employee Motivation in individuals towards extra efforts for superior performance. (05)

Comments:
Simple discussion is required on comparison of intrinsic and extrinsic rewards.

BCBS (Spring 2010)
Question No. 7 (a&b):
   a. What is meant by Management by Objectives (MBO)? (02)
   b. State the steps involved in the process of establishing goals and plans by MBO. (04)

Comments:
Discussion on MBO and steps involved in the process of establishing goals and plans by MBO. A detailed discussion is desired on Hierarchy of mission, goals and objectives as well.
Chapter No. 8 (Leadership)

CAF examination (Autumn 2014)

Question No. 2
Identify and describe any six leadership styles enunciated by Tannenbaum and Schmidt. Identify the style of leadership that is best suited for an organisation which requires quick decision making and consists of highly competent staff at all levels. Give reasons for your choice. (08)

Comments:
Six out of seven styles of leadership to be described briefly (tells, tells and sells, tells and talks etc.). The second part of the question requires critical analysis. First 3 styles of leadership (tells, tells and sells and tells and talks) are the ones in which the decision is directly taken by the leader. So in these styles, there is quick decision making in organizations. Be specific and to the point while explaining.

BCBS (Autumn 2013)

Question No. 8
Explain the salient features of Fiedler’s Contingency Model of Leadership Effectiveness. (10)

Comments:
Detailed explanation of Fiedler’s model is required worth 10 marks.

BCBS (Spring 2013)

Question No. 1(b):
The Leadership Grid or Managerial Grid classifies the different types of leadership styles in various combinations such as:

(i) 1,1  (ii) 1,9  (iii) 9,1  (iv) 5,5  (v) 9,9

Identify the different types of leadership styles depicted by each of the above combinations. (05)

Comments:
Detailed discussion on Blake and Mouton’s Managerial grid is desired with diagram.

BCBS (Spring 2012)

Question No. 6:
Explain briefly the Participative and Authoritarian Styles of Leadership. State the different situations in which each of these Leadership Styles would be most effective in achieving optimal results. (07)

Comments:
Lippitt and White’s leadership styles can be explained in answering this question. Comments on most effective leadership style needs some justifications and reasoning.

BCBS (Autumn 2011)

Question No. 5(a):
What are the key characteristics of Charismatic Leader? (03)

Comments:
Simple discussion is desired on charismatic leader from chapter 8.

BCBS (Spring 2011)
Question No. 6 (a&b):
Discuss what is Transformational Style of Leadership. Identify and explain briefly six characteristics and traits which are most commonly observed in leaders who pursue the Transformational Style of Leadership. (09)

Comments:
Define transformational leader. From trait theory, explain the basic traits of a transformational leader.

BCBS (Spring 2010)
Question No. 10 (a&b):
   a. What is Autocratic style of Leadership? (02)
   b. Give four advantages and disadvantages each of Autocratic style of Leadership. (06)

Comments:
Discussion on autocratic style of leadership by Lippit and White’s leadership theory.
Chapter No. 9 (Team Management)

CAF examination (Spring 2015)
Question No. 3(a):
Overseas Construction Group (OCG) is in the process of establishing a workgroup to implement a major motorway project in a Central Asian country. Explain briefly the considerations which the management of OCG should keep in perspective in the formation of the workgroup. (05)

Comments:
Such of type of question needs critical thinking. The answer may be a blend from theories of group development, characteristics of work group and role of management in team building. Balance theory of group development may also be addressed to strengthen the answer. Remember, marks allocated give an indication on how much explanation is required. For a question worth 5 marks, don’t go in to much detail.

BCBS (Autumn 2012)
Question No. 8(b):
Important Business Decisions which have far-reaching consequences are invariably made in a group environment with the participation of the senior management team. Explain briefly the advantages of taking important business decisions in group settings. (04)

Comments:
Individual vs team working needs to explained from chapter 9.

BCBS (Autumn 2011)
Question No. 5(c):
List four factors which create more effective group cohesiveness. (03)

Comments:
Factors affecting group cohesions from chapter 9.

BCBS (Spring 2011)
Question No. 2 (a&b):
  a. What are the distinctive characteristics of a “High Performance Team”? (02)
  b. List five steps which, in your opinion, should the business leader of a progressive organisation take in order to create and develop a High Performance Team. (05)

Comments:
Explain characteristics of effective teams. For part ‘b’ explain the role of leadership in managing teams.

BCBS (Autumn 2010)
Question No. 6(b):
Briefly describe the term Group and list six important attributes of a Cohesive Group. (06)

Comments:
Group cohesion from chapter 9.
Chapter No. 10 (Negotiation Skills and Conflict Resolution)

CAF examination (Spring 2015)

Question No. 6(a):
Assume that you have been appointed by Earnest Corporation Limited (ECL) to lead a three member team for conducting negotiations in a financial dispute with a firm of consultants representing the government organisation. The negotiations are expected to be highly contentious with representatives of both the parties defending strongly their respective client’s position. The outcome of the negotiations would have far-reaching implications for the future business prospects of ECL.
(i) Briefly describe the negotiating skills that members of your team should possess. (04)
(ii) Briefly explain the steps which the team should take before the conduct of negotiations and the approach it should adopt during negotiations. (04)

Comments:
A straight forward answer is desired on skills of effective negotiator and steps of negotiation process. Stay in the context of ECL (the company) while explaining the skills of effective negotiator and process of effective negotiation.

Question No. 7
Jupiter Industries Limited (JIL) is currently experiencing intense conflict between the Marketing Department and Procurement Department. The Marketing Department has not been able to achieve its revenue targets and blames the Procurement Department for its inability to understand the highly competitive business environment. The Marketing Department claims that customers are not willing to pay target prices due to poor quality of the products. The Procurement Department is of the opinion that it must procure raw materials from the most competitive sources. The CEO of JIL is most concerned about the situation as it is adversely affecting the overall performance of the company.
You are required to advise the CEO about the steps that should be taken to resolve the conflict. (07)

Comments:
A comprehensive discussion on conflict resolution process (chapter 10) is desired with focus on the context being discussed.

CAF examination (Autumn 2014)

Question No. 4(a):
Negotiations involving high stakes often lead to situations in which the parties are reluctant to give up their present positions for achieving maximum advantages. In order to avoid situations which may result in deadlocks and complete breakdowns, the participants have to apply considerable tact and skills to conclude the negotiation process successfully.
Explain briefly the measures that skilled negotiators may take to keep the negotiation process on track and achieve positive outcomes without creating deadlocks. (06)

Comments:
Skills of effective negotiator to be explained in detail to secure good marks.

Question No. 4(b):
State four reasons why conflicts are a common phenomenon in organizational settings. (02)

Comments:
Basic reasons for conflicts to be enlisted. Just headings, no details.
**Question No. 4(c):**
Although conflicts are often indicative of negative connotations, yet they may result in optimal performance in certain situations. Identify the situations in which conflicts may be advantageous for an organisation. (05)

**Comments:**
Functional conflicts and its advantages to be discussed in brief detail.

**BCBS (spring 2014)**
**Question No. 1:**
What is a Third Party Negotiation? Briefly explain the role of each of the following parties who may be involved in third party negotiations.
(i) A mediator (ii) An arbitrator (iii) A conciliator (iv) A consultant (10)

**Comments:**
Simple discussion required on role of third party in negotiation process with characteristics of each.

**BCBS (Spring 2013)**
**Question No. 3**
Intergroup Conflicts are widely prevalent in organisations where the functions are segregated and allocated to different groups. Managers recognise intergroup conflicts as a common feature of group behaviour and must manage and resolve these conflicts to achieve the organisational goals. The approaches to resolving intergroup conflicts may be classified as (i) authoritative/commanding (ii) problem solving/collaborative (iii) avoiding (iv) compromising. Briefly explain each of these four approaches of resolving intergroup conflicts and state the situations in which each of these approaches would yield optimal results. (10)

**Comments:**
Simple and detailed discussion is required on the given four approaches of conflict resolution with possible advantages and drawbacks of each.

**BCBS (Autumn 2012)**
**Question No. 3(a&b):**
What do you understand by the term Functional/Constructive Conflict? (03)
Explain briefly how functional conflict can contribute to improve the performance in an organization? (05).

**Comments:**
Simple, detailed discussion on constructive (functional) conflicts from chapter 10.

**BCBS (Autumn 2012)**
**Question 13 (b&c):**
What is meant by term Negotiation? (02)
What roles are performed by Mediator and arbitrator in negotiation process? (04).

**Comments:**
Simple definition of negotiation is desired. Roles of mediator and arbitrator need to be discussed briefly.
BCBS (Spring 2012)
Question 1:
Group Conflicts are accepted as inevitable part of organisational interactions and bring to mind connotations of antagonism and undesirable state of affairs. Identify and explain any six factors which are responsible for creating group-conflicts in business organisations. (09)

Comments:
Reasons for group conflicts to be explained from chapter 11.

Question No. 8:
Distributive Bargaining and Integrative Bargaining are the two types of approaches which are usually adopted in the process of Negotiations. These approaches are different in their bargaining characteristics which include goals, motivation, focus, interests, information sharing and duration of relationship.
Identify the basic differences between Distributive Bargaining Approach and Integrative Bargaining Approach in the context of their respective bargaining characteristics mentioned above. (10)

Comments:
Detailed comparison of distributive and integrative bargaining is desired based on various factors (focus, interest, motivation etc.).

BCBS (Autumn 2011)
Question No. 12
Explain what do you understand by Negotiations? Briefly explain the various stages of the negotiation process. (10)

Comments:
A detailed discussion is desired on steps of negotiation process from chapter 10.

BCBS (Spring 2011)
Question No. 1
White Peak Mountain Resorts Limited (WMRL) owns and operates a chain of facilities at three different holiday locations in the northern areas. The facilities include five star hotel accommodation, mountain camping sites, a fleet of vehicles, horses for riding enthusiasts and a host of other entertainments for affluent holiday-makers to make their visits enjoyable. A large number of staff with diverse skills is involved in the management and operation of these facilities.
A substantial portion of the facilities have been expanded and upgraded at a considerable cost in the last 2 years. However, the actual performance has not been satisfactory and the revenues and profitability have fallen far short of expectations. It appears that rivalries and conflicts among the staff at the three different facilities have adversely affected the quality of service resulting in customer complaints which has brought a bad name to WMRL.
You are required to identify and explain briefly the factors which could be responsible for conflicts in WMRL and affecting the quality of services rendered to the customers. (10)

Comments:
Identify and explain the main reasons behind conflicts in organizations. The explanation should justify 10 marks allocated to this question.
BCBS (Autumn 2010)
Question No. 5(b):
List any four positive outcomes of conflict. (02).

Comments:
Functional conflicts chapter 10.

BCBS (Spring 2010)
Question No. 2(a):
Serious efforts are required to avoid deadlocks in negotiations. Quite often the deadlock appears when the negotiation process is in an advanced stage. List any four measures which a skilled negotiator may adopt to avoid a deadlock in the final stages of negotiations. (06)

Comments:
Skills of effective negotiator chapter 10.
Chapter No. 11 (Management Information Systems)

CAF examination (Spring 2015)

Question No. 5(a):
Match the devices with their possible uses:

<table>
<thead>
<tr>
<th>Devices</th>
<th>Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Monitor</td>
<td>Grading of MCQs</td>
</tr>
<tr>
<td>(ii) Barcodes</td>
<td>Operating ATM machines</td>
</tr>
<tr>
<td>(iii) Optical mark reading</td>
<td>Recording of crime scene by police</td>
</tr>
<tr>
<td>(iv) Magnetic ink character recognition (MICR)</td>
<td>Visual output from computer for text and graphics</td>
</tr>
<tr>
<td>(v) Digital cameras</td>
<td>Secure processing of cheques and deposit slips</td>
</tr>
<tr>
<td>(vi) Touch pads</td>
<td>Efficient inventory management</td>
</tr>
</tbody>
</table>

Comments:
Input, Output and Storage devices from chapter 11.

Question No. 5(b):
What is meant by “Decision Support System” (DSS)? Identify the characteristics of a typical DSS. (04)

Comments:
Decision support system from chapter 11 to be discussed with its characteristics and limitations.

Question No. 10 (a):
Briefly define Batch Processing and Real Time Processing. State two advantages of each of these types of data processing. (04)

Comments:
A straight forward answer is desired from chapter 11 explaining real time and batch processing with possible advantages of both.

Question No. 10 (b):
What do you understand by the term computer network? Specify any two advantages of computer network.

Comments:
Define computer network and briefly explain two advantages of computer networks.

CAF examination (Autumn 2014)

Question No. 10 (a):
What do you understand by the term ‘Server’ in a Client-server computing environment? Briefly describe ‘File Servers’ and ‘Network Servers’. (03)

Comments:
A simple answer is desired from chapter 11 defining the term server and its types (file servers and network servers).
Question No. 10 (b):
LAN and WAN are two popular types of computer networks. Briefly describe LAN and WAN and state their distinguishing features. (06)

Comments:
Brief discussion is required on distinguishing features of LAN and WAN along with their few advantages.

Question No. 11:
List different types of information which management can obtain by implementing a sound Personnel Management Reporting System in an organisation employing a large number of employees. Also specify the importance of maintaining data security and access to such a system. (05)

Comments:
A detailed and simple discussion is desired on Personnel Systems from chapter 11 (one of the categories of Information System).