Marks

Question No. 2

(a) Three Broad Categories of Mintzberg's Managerial Roles:

The interpersonal roles: — 0.5

Involve people (subordinates and persons outside the organization) and other ceremonial and symbolic duties. — 0.5

The three interpersonal roles include figurehead, leader, and liaison. — 01

The informational roles: — 0.5

Involve collecting, receiving, and disseminating information. — 0.5

The three informational roles include monitor, disseminator, and spokesperson. — 01

The decisional roles: — 0.5

Entail making decisions or choices and include entrepreneur, disturbance handler, resource allocator, and negotiator. — 01

As managers perform these roles, Mintzberg proposed that their activities included both reflection (thinking) and action (doing). — 1.5

(b) **Technical skills** are the job specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically are managing employees who use tools and techniques to produce the organization's products or services for the organization's customers. Often, employees with excellent technical skills get promoted to first-line managers. — 0.5 / 1.5

Human skills, involve the ability to work well with other people both individually and in a group. Because all managers deal with people, these skills are equally important to all levels of management. Managers with good human skills get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. — 0.5 / 1.5

Finally, **conceptual skills** are the skills managers use to think and to conceptualize about abstract and complex situations. Using these skills, managers see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are the most important to top managers. — 0.5 / 1.5

Question No. 3

(a) **Decision-Making Biases and Errors:**

1. Heuristics: Using "rules of thumb" to simplify decision making. — 0.50
2. Overconfidence Bias: Holding unrealistically positive views of one's self and one's performance. — 0.75
3. Immediate Gratification Bias: Choosing alternatives that offer immediate rewards and that to avoid immediate costs. — 0.75
4. Anchoring Effect: Fixating on initial information and ignoring subsequent information — 0.75
5. Selective Perception Bias: Selecting organizing and interpreting events based on the decision maker's biased perceptions. — 0.75
6. Confirmation Bias: Seeking out information that reaffirms past choices and discounting contradictory information. — 0.75
7. Framing Bias: Selecting and highlighting certain aspects of a situation while ignoring other aspects. — 0.75
8. Availability Bias: Losing decision-making objectivity by focusing on the most recent events. — 0.75
9. Representation Bias: Drawing analogies and seeing identical situations when none exist. — 0.75
10. Randomness Bias: Creating unfounded meaning out of random events. — 0.50

Marks

(b)   Certainty: 0.5

The ideal situation for making decisions is one of certainty, which is a situation where a manager can make accurate decisions because the outcome of every alternative is known.   1.5

Risk: 0.5

A far more common situation is one of risk, conditions in which the decision maker is able to estimate the likelihood of certain outcomes. Under risk, managers have historical data from past personal experiences or secondary information that lets them assign probabilities to different alternatives.   1.5

Uncertainty: 0.5

Managers do face decision-making situations of uncertainty. Under these conditions, the choice of alternative is influenced by the limited amount of available information and by the psychological orientation of the decision maker.   1.5

Question No. 4

(a)   (i)   The 7Ps of Service Marketing: 0.5

- **Product –** The product should fit the task consumers want it for, it should work and it should be what the consumers are expecting to get.   0.5

- **Place –** The product should be available from where your target consumer finds it easiest to shop. This may be mail order or the more current option via e-commerce or an online shop.   0.5 0.5

- **Price –** The product should always be seen as representing good value for money. This does not necessarily mean it should be the cheapest available; one of the main tenets of the marketing concept is that customers are usually happy to pay a little more for something that works really well for them.   0.5 0.5

- **Promotion –** Advertising, PR, Sales Promotion, Personal Selling and, in more recent times, social media are all key communication tools for an organization. These tools should be used to put across the organization's message to the correct audiences in the manner they would most likely to hear, whether it be informative or appealing to their emotions.   0.5 0.5

- **People –** All companies are reliant on the people who run them from front line sales staff to the Managing Director. Having the right people is essential because they are as much a part of your business offering as the products/ services you are offering.   0.5 0.5

- **Processes –** The delivery of your service is usually done with the customer present so how the service is delivered is once again part of what the consumer is paying for.   0.5 0.5

- **Physical evidence –** Almost all services include some physical elements even if the bulk of what the consumer is paying for is intangible. For example, a hair salon would provide their client with a completed hairdo and an insurance company would give their customers some form of printed material. Even if the material is not physically printed they are still receiving a physical product by this definition.   0.5 0.5

Marks

(ii) **Characteristics of Services:**

Intangible: **0.5**

Service intangibility means that services cannot be seen, tasted, felt, heard, or smelled **0.5**
before they are bought.

Inseparable: **0.5**

Service inseparability means that services cannot be separated from their providers, **0.5**
whether the providers are people or machines.

Variability: **0.5**

Service variability means that the quality of services depends on who provides them as
well as when, where and how they are provided.   **0.5**

Perishability: **0.5**

Service perishability means that services cannot be stored for later sale or use.   **0.5**

(b) (i) **Why HRM is important:**

HRM is important for three reasons:

First, it can be a significant source of competitive advantage.   **01**

Second, it's an important part of organizational strategies.   **01**

Finally, the way organizations treat their people has been found to significantly impact **02**
organizational performance.

(ii) **External Factors affecting HRM Process:**

The external factors that most directly affect the HRM process are:

- the economy,   **01**

- labour unions,   **01**

- legal environment, and   **01**

- demographic trends.   **01**

Question No. 5

(a) **Situations where Written Communication is Preferred to Spoken Communication:**

- A permanent record is needed.   **01**

- The information is complex.   **01**

- The message should be sent to a large number of people and it is inconvenient for them to **01**
  meet.

- The writer needs time to design the message and the reader to reflect on the message **01**
  before responding to it.

- A quick response is needed.   **01**

- Maintaining uniformity of application.   **01**

Marks

(b)   **Three step Writing Process of E-mail Messaging:**

     (i)   **Planning Email Messages:**   **0.5**

The biggest complaints about email are that there is just too much of it and that too many messages are of little or no value. You can help with this problem during the planning step by making sure every message has a useful, business-related purpose.   **0.5**

Even with fairly short messages, spend a moment or two on the message planning tasks i.e., analysing the situation, gathering necessary information for your readers, and organizing your message. You'll save time in the long run because you will craft a more effective message on the first attempt. Your readers will get the information they need and won't have to write back asking for clarification or additional information.   **01**

Finally, be sure to respect the chain of command. In many companies, any employee can email anyone else, including the president and CEO. However, take care not to abuse this access. For instance, don't send a complaint straight to the top just because it's easy to do so. Your efforts will be more effective if you follow the organizational hierarchy and give each person a chance to address the situation in turn.   **01**

     (ii)   **Writing Email Messages:**   **0.5**

Business email is a more formal medium than you are probably accustomed to with email for personal communication. The expectations of writing quality for business email are higher than for personal email, and the consequences of bad writing or poor judgment can be much more serious. For example, email messages and other electronic documents have the same legal weight as printed documents, and they are often used as evidence in lawsuits and criminal investigations.   **01**

The subject line is one of the most important parts of an email message because it helps recipients decide which messages to read and when to read them. To capture your audience's attention, make your subject lines informative and compelling. Go beyond simply describing or classifying your message; use the opportunity to build interest with keywords, quotations, directions, or questions.   **01**

In addition, many email programs display the first few words or lines of incoming messages, even before the recipient opens them.   **0.5**

     (iii)   **Completing Email Messages:**   **0.5**

Taking a few moments to revise and proofread your email messages might save you hours of headaches and damage control. The more important the message, the more carefully you need to proof. Also, favour simplicity when it comes to producing your email messages. A clean, easily readable font, in black on a white background, is sufficient for nearly all email messages. Take advantage of your email system's ability to include an email signature, a small file that automatically includes such items as your full name, title, company, and contact information at the end of your messages.   **01**

When you're ready to distribute your message, pause to verify what you're doing before you click 'Send'. Make sure you've included everyone necessary – and no one else. Don't click 'Reply All' when you mean to click only 'Reply.' The difference could be embarrassing or even career threatening. Don't include people in the 'cc' (courtesy copy) or 'bcc' (blind courtesy copy) fields unless you know how these features work. (Everyone who receives the message can see who is on the cc line but not who is on the bcc line.) Also, don't set the message priority to 'high' or 'urgent' unless your message is truly urgent. And if you intend to include an attachment, be sure that it is indeed attached.   **1.5**

Marks

Question No. 6

The following suggestions can help you and your organization find ways to improve communication and interaction among diverse workforce:

- **Understand the value of differences.** Diversity makes an organization innovative and creative. Sameness fosters an absence of critical thinking called 'groupthink'. Even smart people working collectively can make dumb decisions if they do not see different perspectives. Diversity in problem-solving groups encourages independent and creative thinking. **0.5** **1.5**

- **Seek training.** Especially if an organization is experiencing diversity problems, awareness-raising sessions may be helpful. Spend time reading and learning about workforce diversity and how it can benefit organizations. Look upon diversity as an opportunity, not a threat. Intercultural communication, team building, and conflict resolution are skills that can be learned in diversity training programs. **0.5** **1.5**

- **Learn about your cultural self**. Begin to think of yourself as a product of your culture, and understand that your culture is just one among many. Try to stand outside and look at yourself. Do you see any reflex reactions and automatic thought patterns that are a result of your upbringing? These may be invisible to you until challenged by people who are different from you. Remember, your culture was designed to help you succeed and survive in a certain environment. Be sure to keep what works and yet be ready to adapt as your environment changes. **0.5** **1.5**

- **Make fewer assumptions.** Be careful of seemingly insignificant, innocent workplace assumptions. For example, in workplace discussions don't assume that everyone is married. For invitations, avoid phrases such as managers and their wives, spouses or partners is more inclusive. Valuing diversity means making fewer assumptions that everyone is like you or wants to be like you. **0.5** **1.5**

- **Build on similarities.** Look for areas in which you and others not like you can agree or at least share opinions. Be prepared to consider issues from many perspectives, all of which may be valid. Accept that there is room for various points of view to coexist peacefully. Although you can always find differences, it is much harder to find similarities. Look for common ground in shared experiences, mutual goals, and similar values. Concentrate on your objective even when you may disagree on how to reach it. **0.5** **1.5**

Question No. 7

(a)   Letter Writing:

Letters are used for written messages to individuals outside an organization and also used to communicate formal written messages to employees within an organization.

No fixed answer to this question can be framed. Various examinees would attempt the task differently. However, the answer must include following information and requirement of the letter:

Most letters contain seven standard parts:

- Heading
- Inside address   **01**
- Salutation
- Body   **03**
- Complimentary close
- Signature block
- Reference initials   **01**

Marks

(b) Report Writing:

Many reports are written in business. They are a very important method of gaining and giving information. Formal reports are usually written by a committee or group after fairly detailed investigation or research.

No fixed answer to this question can be framed. Various examinees would treat the task differently. The examinees' report, however, must include the following features in it:

Report format: 02

Introduction: Discuss the problem or opportunity in brief and create a need for action.

Body: Present your findings and the analyses of problem. 11

Conclusion: Write your conclusion and give your recommendation accordingly. Provide summary of the report. 02

THE END