

MBS / Second Semester / MSC 516: Production and Operations Management

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situation / Extended Problem Analysis Questions

Attempt all questions:

[30]

1. (a) Read the following case and answer the following questions:

ABC Company manufactured a line of wooden toys. One part of the process involved spray painting partially assembled toys, after which the toys were hung on moving hooks that carried them through a drying oven. The operation, staffed entirely by women, was plagued with absenteeism, high turnover, and low morale. Each woman at her paint booth would take a toy from the tray beside her, position it in a fixture, and spray on the color according to the required pattern. She then would release the toy and hang it on the conveyor hook. The rate at which the hooks moved had been calculated so that each woman, once fully trained, would be able to hang a painted toy on each hook before it passed beyond her reach.

The women who worked in the paint room were on a group incentive plan that tied their earnings to the production of the entire group. Since the operation was new, they received a learning allowance that decreased by regular amounts each month. The learning allowance was scheduled to fall to zero in six months because it was expected that the women could meet standard output or more by that time. By the second month of the training period, trouble had developed. The women had progressed more slowly than had been anticipated, and it appeared that their production level would stabilize somewhat below the planned level. Some of the women complained about the speed that was

expected of them, and a few of them quit. There was evidence of resistance to the new situation.

Through the counsel of a consultant, the supervisor finally decided to bring the women together for general discussions of working conditions. After two meetings in which relations between the work group and the supervisor were somewhat improved, a third meeting produced the suggestion that control of the conveyor speed be turned over to the work group. The women explained that they felt that they could keep up with the speed of the conveyor but that they could not work at that pace all day long. They wished to be able to adjust the speed of the belt, depending on how they felt.

After consultation, the supervisor had a control marked, "low, medium, and fast" installed at the booth of the group leader, who could adjust the speed of the conveyor anywhere between the lower and upper limits that had been set. The women were delighted and spent many lunch hours deciding how the speed should be varied from hour to hour throughout the day. Within a week, a pattern had emerged: the first half-hour of the shift was run on what the women called "medium speed" (a dial setting slightly above the point marked "medium"). The next two and one-half hours were run at high speed, and the half-hour before lunch and the half-hour after lunch were run at low speed. The rest of the afternoon was run at high speed, with the exception of the last 45 minutes of the shift, which were run at medium speed.

In view of the women's report of satisfaction and comfort in their work, it is interesting to note that the original speed was slightly below medium on the dial of the new control. The average speed at which the women were running the belt was on the high side of the dial. Few, if any, empty hooks entered the drying oven, and inspection showed no increase of rejects from the paint room. Production increased, and within three weeks the women were operating at 30 to 50 percent above the level that had been expected according to the original design.

Questions:

- Analyze the case from the perspectives of production and operations management.
- Evaluate the experience of the ABC Company as it reflects on job design, human relationships, and the supervisor's role.

2

- iii. If you were designing the spray-painting set-up, would you design it differently? Give suggestions for the company. [15]

- (b) A company produces three products P, Q and R from three raw materials A, B and C. The following table gives number of units of raw materials required to produce one unit of product and available resources:

Materials	Products			Maximum available resources
	P	Q	R	
A	3	4	2	60
B	2	1	2	40
C	1	3	2	80

The unit profit contribution of products P, Q, and R are Rs 2, Rs 4 and Rs 3 respectively. Which combination of products should be produced to get the maximum profit? Calculate the maximum profit.

[15]

Group "B"

Problem Solving / Critical Analysis Questions

Attempt any THREE questions:

[3 × 15 = 45]

2. (a) A steel company has three factories F₁, F₂ and F₃ which supply to three destinations W₁, W₂ and W₃. The unit supply cost (in Rs) are shown in the following table:

Factories	Destinations			Supply
	W ₁	W ₂	W ₃	
F ₁	9	5	6	20
F ₂	4	3	5	30
F ₃	5	6	8	50
Demand	40	10	50	100

Find the optimal transportation cost.

3

- (b) A company has five jobs to be done on five machines. The cost (in Rs) of each jobs on each machine is given in the following table:

Machines	Jobs				
	A	B	C	D	E
M ₁	11	9	10	13	7
M ₂	8	9	13	12	11
M ₃	10	7	11	8	10
M ₄	12	14	7	8	9
M ₅	10	8	11	13	7

What are the job assignments which will minimize the costs?

- (a) Explain the types of productivity. Discuss the importance of operation strategy.
- (b) Describe the operational issues in product life cycle. Explain the types of layout with example.
- (a) A manufacturing company produces iron rods. The following table shows the length of iron rods (in centimeter).

Sample number	Length of iron rods				
	1	410	424	408	414
2	414	399	402	409	402
3	407	394	399	404	413
4	407	409	414	398	399
5	416	444	424	404	414

Construct mean control chart and range control chart. Also, comment the results. (For $n = 5$, $A_2 = 0.577$, $D_3 = 0$ & $D_4 = 2.115$)

P.T.O.

4

(b) The following table reveals the annual demand and cost per unit of 10 different items:

Item	Annual demand	Cost per unit (Rs)
1	80	70
2	30	15
3	15	30
4	25	15
5	30	50
6	100	10
7	200	5
8	20	25
9	70	20
10	100	5

Draw ABC inventory control chart. What percent of items in each class? What percent of total annual value in each class?

5. (a) Explain the objectives and functions of materials handling. Why is the material management important in production management?
 (b) Explain the quality management system. Discuss the cost of quality.

Group "C"

Concept Based Short Answer Questions

Answer any FIVE questions:

[5 × 5 = 25]

6. How to achieve competitive advantages through operations management? Explain briefly.
 7. Define value engineering. Write down the importance of value engineering.

8. What is total quality management? Write down the benefits of total quality management.
 9. A firm orders ball-pens periodically and delivery is essentially instantaneous. Annual demand estimated to be 18,000 ball-pens is constant. Ball-pen cost Rs 8 per unit; the cost of ordering is estimated to be Rs 9 and the carrying charge is estimated to be 20% the ball-pen cost. Find (a) the economic order quantity and (b) the annual variable inventory cost.
 10. Product A consists of four units of B, three units of C and one unit of D. Product B is made of two units of E and three units of F. Product C is made three units of H and two units of D. Product H is made of two units E and four units of G. (a) Show the bill of materials (Product structure tree) (b) If 100 units of A are required, how many units of each component are needed?
 11. Convert the following primal problem into dual problem.

Max. $Z = 10x_1 + 15x_2 + 20x_3$

Subject to constraints:

$x_1 + x_2 + x_3 \leq 40$

$2x_1 + 4x_2 + 6x_3 \geq 180$

$x_1 + 2x_2 + 4x_3 = 80$

$x_1, x_2, x_3 \geq 0$



MBS / Second Semester / ACC 517: Management Accountancy

Candidates are required to answer the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situation / Extended Problem Analysis Questions

Attempt the following question:

[22+8]

1. Read the following balance sheet situations and other related information required to prepare budgets of ATA Co. Ltd. has been summarized below and answer the questions that follow:

Balance Sheet as on 31st Ashad 2081

Capital and Liabilities	Amount Rs.	Assets	Amount Rs.
Share Capital	500,000	Fixed Assets	250,000
Sundry Payable	300,000	Merchandise Inventory	300,000
Retained Earnings	20,000	Sundry Receivable:	
		50 % of Ashad Sales	210,000
		10 % of Jestha Sales	28,000
		Cash balance	32,000
Total	820,000	Total	820,000

Past sales and merchandise sales budget

Months	Jestha	Ashad	Shrawan	Bhadra	Ashwin	Kartik	Marga
Sales (Rs)	400,000	600,000	500,000	600,000	800,000	600,000	700,000

3. "The primary objective of management accounting is to help management as a whole carry out its duties effectively and efficiently." In the light of this statement, discuss with the help of function of management accounting.
4. "Cost volume profit analysis is a crucial management accounting technique that provides useful data to the management for planning, policy formulation decision-making and controlling." In the light of this statement, discuss about the importance of Cost Volume Profit Analysis.
5. Following operating results of Purnima Medi P. Ltd for December 2024 is given you:

Production units	40,000
Sales units	38,000
Selling price per unit	Rs.20
Cost of Production:	
Direct Material per unit	Rs 5.00
Direct Labour per unit	Rs 4.00
Variable Manufacturing per unit	Rs 2.00
Fixed Manufacturing cost	Rs 120,000
Non Production cost:	
Variable Office and Selling cost per unit sold	Rs 2.00
Fixed Office and selling cost	Rs 150,000
Work in progress inventories	0

Prepare Income Statement for December 2024, using Absorption Costing and Variable Costing, under each of the following assumptions:

- a. The beginning inventory of finished goods consists of 1,000 units with full cost of Rs 12.00 per unit (Rs 10.00 of which is variable manufacturing costs) The company uses FIFO.
- b. The beginning inventory of finished goods is as described above, but the co. uses LIFO and other information are described as required no. b.

30% of sales will be in cash and 70% credit which will be collected 50% in same month, 40 % in the next month of sales and 10% in the next following months of sales.

Gross profit margin is 40% of gross value. The company will maintain cash balance of Rs 30,000 and merchandise inventory sufficient to meet next months' sales need.

Purchase of merchandise will be paid in the next month of purchase. Administration and distribution cost other than depreciation of Rs 5,000, will be 30 % of the gross sales value and they will be payable in the month when due.

The Co. will purchase new fixed assets worth of Rs 150,000 and paid interim dividend 10% in the month of Ashad.

The co has entered into agreement with Citizens Intl' Bank Ltd for short term loan to meet cash deficiency. The bank will charge interest 9% p.a. on amount of loan due. The borrowing and repayments will be in a multiple of Rs 5,000 respectively.

Required:

- Merchandise Purchase Budget for three month ending Ashwin.
- Administration and distribution overhead Budget for three months
- Cash Budget
- Budgeted Income Statement for the period ending Ashwin.
- Budgeted Balance Sheet as on 31 Ashwin 2081
- Total Variable cost and Total Fixed cost
- "Both profit and non-profit organizations use the budgeting technique." Enlighten it with the help of its importance.

[3+2+6+3+3+2+3]

2. "Budgeting is the process of creating a plan to spend an organization's resources." Comment.

[8]

Group "B"

Problem Solving / Critical Analysis Questions

Attempt any THREE questions:

[3 × 15 = 45]

2

6. Miyamis Co. produces and sells two products A and B equally. The information relating to products are:

	Product A	Product B
Selling price per unit	Rs 60	Rs 70
Variable manufacturing cost per unit	Rs 38	Rs 42
Raw material usage per unit	1 unit	2 units
Direct labour hour per unit	3 DLH	4 DLH

The joint fixed factory overhead for the year is Rs 150,000. The company expected short supply of raw materials and labours for the year. The company projects the following position for the year.

Raw materials	24,000 units
Direct Labour	18,000 DLH

Required:

- Overall break even in units of the company
- Required level of sales in units Rs 85,000 after tax profit. (Assume tax rate is 40%)
- Application of linear programming model for profit maximization at given level of constraints
- Probability of sales mix at least break even, if expected sales are 4,000 units, 6,000 units, 8,000 units, 10,000 units and their probability are 0.2, 0.3, 0.4, 0.1 respectively.
- Mention the assumptions of cost volume profit analysis.

[2+2+5+4+2]

Group "C"

Concept Based Short Answer Questions

Answer any FIVE questions:

[5 × 5 = 25]

7. What is Green Accounting? Explain its importance.

[2+3]

8. Define Flexible Budget. Differences between flexible budget and static budget. [2+3]

9. The details of the mixed costs at various levels of production activities of Apple Juice Factory have been presented below:

Production in kgs	100	300	400	600	900
Mixed Cost (in Rs)	1,000	1,200	1,500	1,600	2,000

Selling price per kg will be Rs 200 per litre.

Required:

- Segregation of the mixed costs by using the least square method
- Co-efficient of determination (r^2).
- Comment the results. [2+2+1]

10. Chandi Co. manufactures two products A and B. The following information for the period is provided:

Particulars	Product A	Product B
Output in units	2,000	1,000
Direct labour hour per unit	2	6
Machine hour per unit	1.5	2.5
Production run for the period	6	4

The overhead costs are absorbed by product units using rate per direct labour hour and rate of overhead is Rs 20. The apportionment of total overheads and their cost drives are as under:

Cost items	Cost drives	% of Apportionment
Production Scheduling costs	Production runs	15%
Indirect labour costs	Direct labour hours	60%
Machine related costs	Machine hours	25%

Required:

a) Total overhead costs for the period and amount of overhead for each cost items.

b) Overhead cost per unit for each product by using Activity Based Costing System. [1+4]

11. Sagar Manufacturing Co. manufactures a product S and provides the following information:

Materials	Standard			Actual		
	Quantity	Price	Amount	Quantity	Price	Amount
S 1	40 units	Rs 2	Rs 80	80 units	Rs 1.7	Rs 136
S 2	80 units	Rs 3	Rs 240	136 units	Rs 2.5	Rs 340
S 3	120 units	Rs 4	Rs 480	184 units	Rs 3	Rs 552
Total	240 units		Rs 800	400 units		Rs 1,028

Standard output is expected 90% of input and actual output realized 340 inputs.

Required: Possible Material Variances [5]

12. The following information of Smart Investor Co. Ltd are given to you:

Levels of activity	25,000 units	35,000 units
Factory overhead cost	Rs 1,150,000	Rs 1,450,000

Additional information

Standard time allowed for 3 units of output 15 hours

Normal capacity units 16,000

Actual output units 15,000

Actual time worked 70,000 hours

Actual variable and fixed overhead incurred Rs 835,000

Required:

a) Three Overhead Variances.

b) Flexible Budget by suitable method for 40,000 units

MBS / Second Semester / FIN 510: Financial Management

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situational Analysis Questions

1. Read the following situation prudently and answer the questions that follow: [30]

You have just graduated from the MBS program of a large university, and one of your favorite courses was "Entrepreneurship." In fact, you enjoyed it so much you have decided you want to "be your own boss." While you were in the master's program, your father took volunteer-retirement from his job and received Rs 1 million and now ready to give you the amount to start new project. You are not an inventor and you do not have a trade skill that you can market; however, you have decided that you would like to purchase at least one established franchise in the fast-foods area, maybe two (if profitable). The problem is that you have never been one to stay with any project for too long, so you figure that your time frame is three years. After three years you will sell off your investment and go on to something else.

You have narrowed your selection down to two choices; (1) Franchise L, Lisa's Soups, Salads, & Stuff and (2) Franchise S, Sam's Fabulous Fried Chicken. The net cash flows shown below include the price you would receive for selling the franchise in Year 3 and the forecast of how each franchise will do over the three-year period. Franchise L's cash flows will start off slowly but will increase rather quickly as people become more health conscious, while Franchise S's cash flows will start off high but will trail off as other chicken competitors enter the marketplace and as people become more health conscious and avoid fried foods. Franchise L serves breakfast and lunch, while Franchise S serves only dinner, so it is possible for you to invest in both franchises.

- f. In an unrelated analysis, you have the opportunity to choose between the following two mutually exclusive projects, Project T (which lasts for two years) and Project F (which lasts for four years):

Year	Expected Net Cash Flows	
	Project T	Project F
0	(Rs 100,000)	(Rs 100,000)
1	60,000	33,500
2	60,000	33,500
3	-	33,500
4	-	33,500

The projects provide a necessary service, so whichever one is selected is expected to be repeated into the foreseeable future. Both projects have a 10% cost of capital. Which project should be chosen? [5+7+7+3+3+5]

Group "B"

Problem Solving / Critical Analysis Questions

Attempt any THREE questions:

[3 × 15 = 45]

2. Describe the value maximizing goal of a firm. How the goals of corporate social responsibility help to maximization of the value of firm? Explain. [8+7]
3. Longstreet Communication Inc. (LCI) has the following capital structure, which it considers to be optimal: debt = 25% (LCI) has only long-term debt, preferred stock = 15% and common stock = 60%. LCI's tax rate is 40%, and investors expect earnings and dividends to grow at a constant rate of 5% in the future. LCI paid a dividend of Rs 20 per share last year (D_0), and its stock sell at a price of Rs 210 per share. The following terms would apply to new security offerings.

Preferred: New preferred could be sold the public at a price of Rs 100 per share, with a dividend of Rs 9. Flotation costs of Rs 5 per share would be incurred.

You see these franchises as perfect complements to one another: You could attract both the lunch and dinner crowds and the health conscious and not so health conscious crowds without the franchises directly competing against one another.

Here are the net cash flows (in thousands of Rupees):

Year	Expected Net Cash Flows	
	Franchise L	Franchise S
0	(Rs 100)	(Rs 100)
1	10	70
2	60	50
3	80	20

Depreciation, salvage values, net working capital requirements, and tax effects are all included in these cash flows.

You also have made subjective risk assessments of each franchise, and concluded that both franchises have risk characteristics that require a return of 10%. You must now determine whether one or both of the franchises should be accepted.

- What is the payback period? Find the paybacks for Franchises L and S. According to the payback criterion, which franchise or franchises should be accepted if the firm's maximum acceptable payback is 2 years, and if Franchises L and S are independent? If they are mutually exclusive?
- Define the term net present value (NPV). What is each franchise's NPV? According to NPV, which franchise or franchises should be accepted if they are independent? Mutually exclusive?
- Define the term internal rate of return (IRR). What is each franchise's IRR? According to IRR, which franchises should be accepted if they are independent? Mutually exclusive? How is the IRR on project related to the YTM on bond?
- What is the underlying cause of ranking conflicts between NPV and IRR?
- Which method is the best? Why?

2

Debt: Debt could be sold at an interest rate of 8%.

Common equity: New common equity will be sold at Rs 200. Flotation cost on new issue will be 2 percent of selling price.

- Find the component costs of debt, preferred stock, internal equity and external equity.
 - Calculate Weighted Average Cost of Capital (WACC) assuming common equity comes from retained earnings only.
 - Describe the factors affecting WACC of a firm. [8+4+3]
4. Your broker offers to sell you some shares of Gandaki Automobile Company common stock that paid a dividend of Rs 20 yesterday. You expect the dividend to grow at the rate of 5 percent per year for the next 3 years, and if you buy the stock you plan to hold it for 3 years and then sell it.
- Find the expected dividend for each of the next 3 years; that is, calculate D_1 , D_2 , and D_3 .
 - Given that the appropriate discount rate is 12 percent and that the first of these dividend payments will occur 1 year from now, find the present value of the dividend stream.
 - You expect the price of the stock 3-year from now to be Rs 347.3; that is, you expect P_3 to equal Rs 347.3. Discounted at a 12 percent rate, what is the present value of this expected future stock price?
 - If you plan to buy the stock, hold it for 3-years, and then sell it for Rs 347.3, what is the most you should pay for it?
 - Calculate the present value of this stock. Assume that $g = 5\%$, and it is constant.
 - Now suppose current dividend is Rs 20 but growth rate is not constant. Dividend is expected to grow at 10 percent for first three years and 5 percent p.a. forever. Compute the value of stock at present. Assume appropriate discount rate is 12 percent. [2+2+2+2+2+5]

P.T.O.

5. Stocks A and the market have the following historical returns:

Year	Returns, R_A	Returns, R_M
2021	5%	5%
2022	20	10
2023	15	10
2024	10	15
2025	25	20

- Calculate the average rate of return of Stock A and the market during the period 2021 through 2025.
- Calculate the standard deviation of returns of Stock A and market.
- Calculate the beta of stock A. Is Stock A more or less risky than the market?
- If market risk-free rate is 6 percent, compute required rate of return on Stock A. Is Stock A overpriced or underpriced or correctly priced?
- Explain the implication of CAPM.

Group "C"

Concept Based Short Answer Questions

Answer any FIVE questions:

[5 × 5 = 25]

- Who are the major users of ratio analysis? Also explain why they use ratio analysis. [2+3]
- Describe the importance of working capital management.
- The Crimson Company issued a new series of bonds of January, 1, 2026. The bonds were offered at par Rs 1000, have at 8% coupon, and mature in 10 years. Coupon payments are made semi-annually (on June 30 and Dec. 31). If your required rate is 9 percent, what should be the value of bond at present. Would you purchase the bond?

9. Surya Corporation Shareholders' equity as of December 31, 2025

Common stock (100,000 @ Rs 100 each)	Rs 10 million
Additional paid-in-capital	Rs 2 million
Retained earnings	Rs 18 million
Total shareholders' equity	Rs 30 million

The price on the firm's stock on December 30 was Rs 600.

- Show the effect of 20 percent stock dividend on equity account and market price of the firm.
- In what condition a firm prefer stock dividend? [3+2]

10. You are given following information:

Sales	Rs 10 million
Net Fixed Assets	Rs 3 million
Current Assets	Rs 1 million
Net Income	Rs 500,000
Total Debt	Rs 1.6 million

Calculate: (a) Total assets turnover, (b) Debt ratio and (c) Return on equity. [1.5+1.5+2]

11. Write short notes on: (any two)

- Corporate governance
- Efficient portfolio
- Financial risk

TRIBHUVAN UNIVERSITY
FACULTY OF MANAGEMENT

Office of the Dean

February 2026

Full Marks: 100

Pass Marks: 50

Time: 4 Hrs

MBS / Second Semester / MGT 518: Business Environment

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situational Analysis Questions

1. Read the following situation prudently and answer the questions that follow: [30]

Nepal's beer market has been shifting since last one decade. Nepalese beer market shifted from international brand to Nepalese brand. Shifting is because of varied tastes, numerous choices and price. Nepalese market started to prefer indigenous beer brands.

This has changed in trend of consumption, Gorkha Brewery Pvt. Ltd. Got chance to be the market leader. It got opportunity to enjoy monopoly in the beer market of Nepal as a market leader with popular brands namely Tuborg, San Miguel and Carlsberg. Since one-decade, Nepalese people feel pride in using local beer brands. A newspaper raised the issue that these beers are not Nepalese beers so, the market of the beer companies is decreasing.

After few years, the market has shifted to lesser priced brand like Nepal Ice. Experts allege that international brands took the market for granted and hence, created room for local brands to find a strong hold in the market. Most of the customers are using highly alcoholic but less costly local beer.

The Gorkha Brewery is still market leader because of its position in premium segment. Sthapit and Schlau began product in May 2070 by using the production facility at united Brewery Pvt. Ltd. in Hetauda started with the production of 2,500 cases a month. Within a year, it started to produce 5,000 cases per month during beer season. They

promoted their beer brands; Coblenzer Pilsener and Goblenser Marzen as natural beer and the USP considered convincing.

At the initial stage, it distributed in Kathamandu, Pokhara and Dharan and has moved on to Bhairahawa, Nepalgunj and Biratnagar. The Brewery got overwhelming response from all segments of the market. Another beer company Sun Gold Brewery came into existence and focus to the market of lowest price beer segment. It is focusing on two brands named as; Nepal Ice and Real Gold. The brands are looking something valued. Thus, it is expected to work for certain time, brand manager of Sun Gold Brewery said, "The Brewery has strong distribution mechanism with 200 distributors across Nepal." He claims that production and distribution strategy supports us to achieve target. It has targeted to focus on international market with Nepal Ice brand.

Every year government is increasing tax in alcoholic items and imposes different charges at the time of renew and registration. Thus, it is hard to the beer producers to sell at lower prices and compete in the global market.

Questions:

- Assess the environment of beer market in Nepal.
- Discuss the competition faced by Gorkha Brewery and analyse the competitive position of Gorkha Brewery.
- What environmental benefits do Gorkha Brewery enjoy? Explain.

Group "B"

Problem Solving / Critical Analysis Questions

Attempt any THREE questions:

[3 × 15 = 45]

- How do the key features of business-related legislation in Nepal influence the country's economic environment and business operations? Discuss.

3. Gen Z revolution changed the dynamics of political environment in Nepal. What sort of threats and opportunities do you see to Nepali business in the situation of post-Gen Z revolution and suggest the techniques to minimize such threats and get benefits from opportunities.
4. In what ways does the economic environment influence business success, and how do specific economic factors such as national income, national plan, and labor market issue affect the performance and growth of businesses? Discuss with examples.
5. Evaluate the key trends and developments shaping the global business environment, and how do these dynamics impact international trade, investment, and corporate strategy?

Group "C"

Concept Based Short Answer Questions

Answer any FIVE questions:

[5 × 5 = 25]

6. Explain the techniques of environmental analysis in brief.
7. How do you analyze benefits and values?
8. Mention the positive impacts of WTO membership to Nepali business organizations.
9. Explain in brief the strategies of Nepal's IT policy.
10. Describe the constraints of Nepal's industrial sector.
11. Explain in brief the different models used in social audit.



MBS / Second Semester / MGT 513: Human Resource Management

Candidates are required to answer all the questions in their own words as far as practicable. Figures in brackets indicate full marks.

Group "A"

Case / Situational Analysis Questions

1. Read the following situation prudently and answer the questions that follow: [30]

Tech_Use Pvt. Ltd. is a fast-growing software company located in Kathmandu, Nepal. They focus on developing creative technology solutions for clients both in Nepal and around the world. The company has grown in the last few years and now has about 150 employees in different areas, including software development, marketing, finance, and human resources. As the company grows, worries about job design have come up. These include unclear job roles, employee burnout, and unhappiness with work. In the software development department, workers have to handle many tasks, which causes confusion and slows down work. Marketing and finance teams often have similar tasks, which can lead to delays and lower work satisfaction. The HR team has noticed these problems and is thinking about changing job roles to make work easier and keep employees more engaged.

Tech_Use Pvt. Ltd.'s job design is causing some operating problems. Employees in the software development team have to do many different tasks, from coding to helping customers, which can lead to a heavy job. In the marketing team, job roles are confusing, and workers often don't know what their top tasks are. Some teams like having flexible jobs with different tasks, while others face close supervision, which can be frustrating. Job roles for new positions in the company's expansion are unclear, and job tasks vary between departments. Job rotation and expansion happen, but there's no set process for it. It often depends on what team leaders choose to do. The company has not set up a clear

way to give feedback and evaluate performance, which makes workers unsure about their job progress and what is expected of them.

In reaction to these challenges, Tech_Use Pvt. Ltd.'s management has chosen to review job roles in order to boost employee happiness and improve the company's performance. The company is looking at a few ways to improve work roles. They want to create more specific job roles to make responsibilities clearer, give better job descriptions, and set up a job rotation system to prevent boredom and help employees learn new skills. Management is thinking to provide giving more flexible working options, especially in areas where remote work is possible. The HR department has been asked to do a detailed review of present job roles to see how they can be improved. The aim is to develop job roles that are easy to understand, manageable, and meet both what employees want and what the organization needs.

Questions:

- Develop a job design template to Tech_Use Pvt. Ltd.
- How can Tech_Use Pvt. Ltd. implement a job rotation and enrichment process to improve employee engagement and create optimism on employees?
- What elements are to be added in job design so as to increase satisfaction of employee and productivity of the company?

Group "B"

Problem Solving / Critical Analysis Questions

Attempt any THREE questions:

[3 × 15 = 45]

- Training is considered as cost by the Nepali organizations. However different research undertaken in the field is considered as investment to the cost involved in training. Discuss the statement.
- One chunk of organizations use Hard approach of HRM and another chunk of organizations use Soft HRM approach. However, both approaches of HRM are successful in practice. Discuss the statement and suggest which approaches is more suitable to Nepali organizations.

4. Analyze the roles of Performance Management for organizational success. Discuss different approaches to Performance Evaluation and their effectiveness in assessing employee performance.
5. Global and diversified workforce compelled Nepali organizations to change their working pattern and existing policy. Do you agree? If so, discuss the statement based on dimensions of international HRM.

Group "C"

Concept Based Short Answer Questions

Answer any FIVE questions:

[5 × 5 = 25]

6. Differentiate between job description and job specification.
7. Explain in brief various selection tests used in Nepali organizations.
8. Describe the stages of career development.
9. Illustrate the determinants that are considered while fixing compensation.
10. Highlight on outsourcing HR professionals and downsizing and layoffs as contemporary issues of HRM.
11. Describe the legal environment of Nepal in lieu to labour relations.

