

**FINAL EXAMINATION****BACHELOR OF ACCOUNTANCY (HONOURS)****COURSE : PRINCIPLES OF MANAGEMENT****COURSE CODE : MGT2593****DURATION : 3 HOURS****INSTRUCTIONS TO CANDIDATES:**

1. This question paper consists of **THREE (3)** parts : PART A (20 questions)
: PART B (20 questions)
: PART C (6 questions)
2. Answer ALL questions.
 - i. Answer PART A in the True/False Answer Sheet.
 - ii. Answer PART B in the Objective Answer Sheet.
 - iii. Answer PART C in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper.
 - ii. An Answer Booklet.
 - iii. A True/False Answer Sheet.
 - iv. An Objective Answer Sheet.
4. Do not bring any material into the examination hall.
5. Please write your answer using permanent ink.

MYKAD/ PASSPORT NO : _____

ID. NO. : _____

LECTURER : _____

SECTION : _____

DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO*This question paper consists of 9 printed pages including the front page*

PART A : TRUE OR FALSE**Instruction: Answer ALL questions.**

1. Heuristics can help speed up decision making but may lead to biases. True / False
2. Brainstorming encourages criticism of ideas as soon as they are proposed. True / False
3. Prospect theory suggests that individuals evaluate gains and losses differently and are often more sensitive to losses. True / False
4. Functional structure involves duplication of resources and incurs higher costs. True / False
5. Under team structure, an employee reports to both a project manager and a department head. True / False
6. Organizing involves arranging tasks and resources to achieve objectives. True / False
7. Managers typically focus on setting direction and inspiring people, while leaders emphasize planning and organizing. True / False
8. Transformational leaders motivate followers by appealing to higher ideals and values. True / False
9. Democratic leaders usually make decisions alone without employee input. True / False
10. Trait theory argues that leadership effectiveness depends entirely on the situation. True / False
11. Maslow's theory proposes that people are motivated by different levels of needs. True / False
12. Expectancy theory suggests that effort is linked to expected rewards. True / False
13. Job autonomy usually decreases employee motivation. True / False
14. Reinforcement theory focuses on how consequences influence behavior. True / False
15. Language differences or distractions in the environment can reduce the accuracy of the message being delivered. True / False
16. Face-to-face communication is often preferred when immediate clarification and direct feedback are required between the sender and receiver. True / False

17. Written communication channels, such as reports and emails, are rarely suitable when organizations need documentation for future reference. True / False
18. Globalization allows firms to expand markets, access resources, and increase competitiveness across countries. True / False
19. Exporting generally involves lower risk compared to establishing foreign subsidiaries. True / False
20. Managers should apply the same leadership style everywhere regardless of cultural expectations. True / False

(TOTAL: 20 MARKS)

PART B : MULTIPLE CHOICE

Instruction: Answer ALL questions.

1. Nelly must decide quickly during a system failure. She selects a satisfactory solution using limited information and time.

Which decision-making model is Nelly applying?

- A. Groupthink.
- B. Bounded rationality.
- C. Rational decision making.
- D. Escalation of commitment.

2. Farhan plans to introduce a new service. Before deciding, he studies customer surveys, performance reports, and industry data.

Which approach is Farhan applying?

- A. Groupthink.
- B. Bounded rationality.
- C. Political decision making.
- D. Evidence-based decision making.

3. A manager lists alternative actions, estimates probabilities of events, and calculates expected outcomes before making a choice.

Which tool is being used?

- A. Decision tree.
- B. Brainstorming.
- C. Delphi technique.
- D. Nominal group technique.

4. A _____ structure is an organizational structure that groups employees based on specialized activities such as marketing or finance.

- A. team
- B. matrix
- C. divisional
- D. functional

5. Which of the following best explains a disadvantage of a matrix organizational structure?
- A. Reduces communication between departments.
 - B. Eliminates the need for coordination across teams.
 - C. Encourages employees to specialize in only one task.
 - D. Create confusion and conflict because workers receive instructions from more than one superior.
6. Which factor should managers consider when designing an organizational structure?
- A. Uniforms.
 - B. Parking space.
 - C. Office decoration.
 - D. Organizational strategy.
7. In an organization, some individuals are able to motivate employees, shape their attitudes and guide them to work enthusiastically toward a shared future direction.
- Which of the following individuals are being described by the above statement?
- A. Leaders.
 - B. Managers.
 - C. Colleagues.
 - D. Supervisors.
8. Which leadership style involves employees actively participating in decision making?
- A. Directive.
 - B. Autocratic.
 - C. Laissez-faire.
 - D. Democratic style.
9. Which approach to leadership emphasizes personal qualities such as confidence and integrity?
- A. Skills.
 - B. Power.
 - C. Trait theory.
 - D. Behavior theory.

10. _____ leadership focuses on exchanges such as rewards for performance.
- A. Ethical
 - B. Visionary
 - C. Transactional
 - D. Transformational
11. _____ theory of motivation is based on the perception of fairness in terms of effort, rewards, and treatment given to the employees in the organization.
- A. Goals
 - B. Needs
 - C. Equity
 - D. Drives
12. _____ is a job characteristic that increases motivation by giving employees freedom in how they work.
- A. Variety
 - B. Identity
 - C. Autonomy
 - D. Feedback
13. Employees tend to be more motivated when goals are clear, challenging, and supported with feedback. Which of the following best reflects goal-setting theory?
- A. Avoid goals.
 - B. Set easy goals.
 - C. Goals are optional.
 - D. Specific and challenging goals improve performance.
14. Which theory uses rewards or punishment to shape behavior?
- A. Needs.
 - B. Equity.
 - C. Expectancy.
 - D. Reinforcement.
15. In management, achieving organizational goals requires that information, instructions, and ideas flow effectively between managers and employees.
- Why is communication considered important in management?
- A. Control.
 - B. Planning.
 - C. Directing.
 - D. Coordinating activities.

16. The **MOST** appropriate channel for delivering complex information is through _____.

- A. text
- B. email
- C. memo
- D. face-to-face

17. Which of the following is a common barrier to effective communication?

- A. Trust.
- B. Clarity.
- C. Feedback.
- D. Language differences.

18. A company wants to minimizing financial exposure and maintaining limited control over operations.

Which form of global business would typically involve the lowest risk?

- A. Licensing.
- B. Franchising.
- C. Joint venture.
- D. Direct foreign investment.

19. In some societies, people accept unequal distribution of authority and expect clear differences between managers and subordinates.

Which cultural dimension is reflected?

- A. Time.
- B. Gender.
- C. Individualism.
- D. Power distance.

20. Organizations frequently prepare employees before sending them abroad so they can understand local customs, communication styles, and workplace expectations.

The purpose of this training is related to _____.

- A. control
- B. discipline
- C. supervision
- D. improve cultural understanding

(TOTAL: 20 MARKS)

PART C: SHORT ESSAY

Instruction: Answer ALL questions.

1. Diyana received high customer complaints due to slow response times. She changes staff schedules to reduce delays and she reviews performance reports and customer feedback to evaluate the situation. She considers long-term solutions such as AI chat support and flexible work arrangements.

Based on the above scenario, explain **FOUR (4)** common styles of decision-making that Diyana can use.

(10 marks)

2. Prosmax Sdn. Bhd. has moved from a traditional hierarchical structure to a flexible, team-based structure in handling project. Employees now work in cross-functional teams and communicate directly with managers. This change allows faster decision-making and encourages idea-sharing across departments.

According to the above case, discuss **FOUR (4)** current trends in organizational structures.

(10 marks)

3. Kamil is a managing director and want to adopt four key leadership behaviors introduced by House that influence how leaders motivate and guide their teams. These behaviors help leaders adapt their style to meet employee needs, improve performance, and achieve organizational goals.

Based on the above information, explain **FOUR (4)** leadership behaviors identified by House.

(10 marks)

4. Tekun Solutions has noticed a decline in employee motivation and work quality in its customer support department. Many employees describe their jobs as repetitive, with little opportunity to use different skills.

Based on above scenario, explain any **FOUR (4)** core job dimensions affecting employee motivation.

(10 marks)

5. Linkage Berhad has recently introduced new operating procedures. However, many employees remain confused about their responsibilities. Some staff say instructions from top management are unclear, and coordination between departments is weak. As a result, delays and misunderstandings frequently occur.

According to above case, explain **FOUR (4)** typical communication flows within an organization.

(10 marks)

6. Techno Sdn. Bhd. is sending several managers to lead a new branch in Japan. Although the managers are technically competent, some of them are unfamiliar with Japanese business etiquette, communication styles, and cultural expectations.

Based on above scenario, discuss any **TWO (2)** types of effective employee training for international assignments.

(10 marks)

(TOTAL: 60 MARKS)

(TOTAL : 100 MARKS)

END OF QUESTION PAPER

