

**FINAL EXAMINATION**

BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
HUMAN RESOURCE MANAGEMENT

COURSE : PRINCIPLES OF MANAGEMENT

COURSE CODE : MGT2323

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.
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 8 printed pages including the front page

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

- | | | |
|-----|--|--------------|
| 1. | Management is only important in large organizations. | True / False |
| 2. | A manager is someone who works alone to achieve personal goals. | True / False |
| 3. | Deliberate structure is one of the characteristics of organizations. | True / False |
| 4. | Planning activities are guided by objectives. | True / False |
| 5. | Strategic planning focuses mostly on the organization's short-term goals. | True / False |
| 6. | Decision making is the process of choosing the best alternative from available options. | True / False |
| 7. | Comprehensive structure is one of traditional organizational design. | True / False |
| 8. | Work specialization refers to grouping jobs according to geographic region. | True / False |
| 9. | A mechanistic organization is highly adaptive, loose, and flexible. | True / False |
| 10. | The University of Michigan studies used the two dimensions of consideration and initiating structure to study behavioral characteristics of leaders. | True / False |
| 11. | Impoverished management shows high concern for production and high concern for people. | True / False |
| 12. | Followers look to leaders for an absence of self-doubt. | True / False |
| 13. | Transactional leaders lead primarily by using social exchanges. | True / False |

14. Douglas McGregor proposed Theory X and Theory Z. True / False
15. Theory X assumes that employees are creative, enjoy work, seek responsibility and can exercise self-direction. True / False
16. Theory Y assumes that employees dislike work, lazy, and avoid responsibility. True / False
17. Motivation involves energizing, directing, and sustaining a person's effort toward achieving a goal. True / False
18. Controlling involves setting standards, measuring performance, comparing results, and taking corrective actions. True / False
19. Controlling provides feedback that links performance results back to the planning stage. True / False
20. Controlling does not help managers determine whether organizational activities are aligned with planned objectives. True / False

(TOTAL: 20 MARKS)

PART B : MULTIPLE CHOICE

Instruction: Answer ALL questions.

1. First-line managers primarily _____.
 - A. set organizational mission
 - B. develop company policies
 - C. coordinate between departments
 - D. supervise non-managerial employees

2. Which of the following statements about management is **TRUE**?
 - A. It applies only to managers.
 - B. It is only concerned with profit.
 - C. It is only important in businesses.
 - D. It is universal and applicable to all organizations.

3. Production supervisor can be categorized as _____.
 - A. team leader
 - B. top manager
 - C. middle manager
 - D. first-line manager

4. A programmed decision is one that is _____.
 - A. made without guidelines
 - B. made for unique problems
 - C. made for non-routine situations
 - D. based on established rules and procedures

5. _____ are continuous plans that provide guidance for activities performed repeatedly.
 - A. Specific plans
 - B. Standing plans
 - C. Single-use plans
 - D. Directional plans

6. Group decision making is often preferred because it _____.
A. saves time
B. eliminates conflict
C. avoids responsibility
D. Provides diverse viewpoints
7. Organizational design is a process that involves decisions about _____.
A. centralization and differentiation
B. departmentalization and diversification
C. chain of command and span of control
D. work specialization and cost-leadership
8. The organizational design that groups together similar occupational specialties is known as _____ structure.
A. matrix
B. simple
C. divisional
D. functional
9. Which of the following factors does **NOT** influence the structure of an organization?
A. Technology.
B. Organization size.
C. Types of production.
D. Organization strategy.
10. All of the following are the importance of leadership **EXCEPT** _____.
A. establish vision and possibilities for the future
B. provide mentorship and support to help accomplish goals
C. perform job together with lower level of employee to complete the task
D. respect and acknowledges contributions of followers and treats them fairly
11. "Someone who can influence others and who has a managerial authority". This statement is referred to a _____.
A. leader
B. manager
C. leadership
D. management

12. The following are leadership styles based on the Managerial Grid **EXCEPT** _____.
- A. task management
 - B. team management
 - C. production management
 - D. country club management
13. According to Leader-Member Exchange (LMX) Theory, members of the in-group are more likely to experience _____.
- A. Higher turnover
 - B. Greater job satisfaction
 - C. Increased task ambiguity
 - D. Lower performance ratings
14. Safety needs include _____.
- A. personal growth
 - B. recognition and status
 - C. friendship and belonging
 - D. job security and protection
15. According to Theory X, employees are assumed to _____.
- A. be creative and self-directed
 - B. be motivated by self-actualization
 - C. enjoy work and seek responsibility
 - D. avoid work and need close supervision
16. Theory Y assumes that employees _____.
- A. dislike responsibility
 - B. work only for money
 - C. prefer to be controlled
 - D. can exercise self-direction
17. Herzberg's two-factor theory distinguishes between _____.
- A. needs and wants
 - B. effort and performance
 - C. rewards and punishment
 - D. motivation and hygiene factors

18. The first step in the control process is _____.
- A. revising standards
 - B. taking managerial action
 - C. measuring actual performance
 - D. comparing performance with standards
19. Which of the following is a source that managers use to measure performance?
- A. Leadership style.
 - B. Job satisfaction only.
 - C. Personal observation.
 - D. Organizational culture.
20. The acceptable parameters of variance between actual performance and standards are known as _____.
- A. benchmarking
 - B. feedback control
 - C. range of variation
 - D. performance appraisal

(TOTAL: 20 MARKS)

PART C: SHORT STRUCTURED

Instruction: Answer ALL questions.

1. a. Define management skills.
(1 mark)
b. Discuss **THREE (3)** management skills of a manager.
(9 marks)
(Total: 10 marks)
 2. Explain any **FOUR (4)** steps of the decision-making process that managers can take to solve problems effectively.
(10 marks)
 3. Discuss **FOUR (4)** contingency factors affecting structural choice.
(10 marks)
 4. Explain any **TWO (2)** leadership styles based on University of Iowa Studies.
(10 marks)
 5. Discuss any **TWO (2)** relationships in the Expectancy Model of Motivation.
(10 marks)
 6. a. Define controlling.
(1 mark)
b. Discuss **THREE (3)** reasons why controlling is important.
(9 marks)
(Total: 10 marks)
- (TOTAL: 60 MARKS)
(TOTAL : 100 MARKS)

END OF QUESTION PAPER