

**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. A True/False Answer Sheet.
 - iii. An Objective Answer Sheet.
 - iv. An Answer Booklet.
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. | Limited information and lack of reliable data may negatively affect the quality of decision-making in an organization. | True / False |
| 2. | Heuristics are mental shortcuts that can help simplify decision-making processes. | True / False |
| 3. | Decision trees are graphical tools that help managers analyze possible decisions, risks, and outcomes. | True / False |
| 4. | Organizational design refers only to the process of recruiting and selecting employees for the company. | True / False |
| 5. | Divisional structures allow different divisions within a company to operate with a certain level of independence and accountability. | True / False |
| 6. | Employees working in a matrix structure report to only one manager throughout the project. | True / False |
| 7. | Leadership can be defined as the process of influencing a group of people in order to achieve organizational goals effectively. | True / False |
| 8. | Task-oriented leaders mainly focus on goal achievement, role clarification, and monitoring employee performance. | True / False |
| 9. | Transformational leaders mainly focus on maintaining routine operations through rewards and punishments only. | True / False |
| 10. | Servant leadership emphasizes prioritizing the growth, well-being, and development of followers within the organization. | True / False |
| 11. | One major benefit of employee motivation is that it can help reduce absenteeism and employee turnover in an organization. | True / False |

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|-----|---|--------------|
| 12. | According to Maslow's Hierarchy of Needs Theory, self-actualization needs are the most basic needs in human life. | True / False |
| 13. | McClelland's need for affiliation refers to an individual's desire for friendly and close interpersonal relationships. | True / False |
| 14. | Positive reinforcement in Reinforcement Theory involves rewarding employees for behaviors that support organizational goals. | True / False |
| 15. | Semantic barriers to communication may occur because of jargon, ambiguous language, or misunderstandings in meaning. | True / False |
| 16. | Formal communication channels are usually more structured, official, and accountable compared to informal communication channels. | True / False |
| 17. | Informal communication channels such as the grapevine always provide accurate and verified organizational information. | True / False |
| 18. | Repatriation programs are designed to help employees permanently settle in a foreign country after completing their international assignments. | True / False |
| 19. | Managers working in global organizations should ignore local customs and traditions in order to maintain consistent international business practices. | True / False |
| 20. | Cross-cultural competence refers to the ability of managers and employees to understand, respect, and adapt to cultural differences in international business environments. | True / False |

(TOTAL: 20 MARKS)

PART B: MULTIPLE CHOICE

Instruction: Answer ALL questions.

1. Which of the following decision-making styles is usually used by managers who prefer detailed analysis, accurate information, and careful evaluation before making decisions?
 - A. Directive.
 - B. Analytical.
 - C. Behavioral.
 - D. Conceptual.

2. Rational decision-making assumes that decision-makers are able to make decisions based on _____.
 - A. emotions and feelings only
 - B. random choices without analysis
 - C. group pressure and assumptions
 - D. complete information and logical thinking

3. Which of the following group decision-making techniques encourages members to generate as many ideas as possible without criticism during the discussion?
 - A. Majority rule.
 - B. Brainstorming.
 - C. Benchmarking.
 - D. Devil's Advocacy.

4. Which of the following is the **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.

5. In a functional organizational structure, employees are normally grouped based on _____.
 - A. their geographic location
 - B. their personal interests and hobbies
 - C. temporary project assignments only
 - D. similar tasks and professional specialties

6. Which of the following factors in organizational design refers to the influence of organizational goals and competitive direction on the company's structure?
- A. Size.
 - B. Strategy.
 - C. Technology.
 - D. Environment.
7. Which of the following statements **BEST** explains the difference between leaders and managers in an organization?
- A. Leaders and managers perform exactly the same responsibilities.
 - B. Managers inspire employees, while leaders only monitor performance.
 - C. Leaders focus only on rules and procedures, while managers focus on innovation.
 - D. Leaders focus on vision, motivation, and change, while managers focus on planning and control.
8. According to the Ohio State Studies, a leader who shows mutual trust, respect, and concern for employees' ideas is demonstrating _____.
- A. initiating structure
 - B. autocratic leadership
 - C. production orientation
 - D. consideration behavior
9. According to Fiedler's Contingency Model, leadership effectiveness depends on _____.
- A. employee salaries and rewards only
 - B. the organization's marketing strategy
 - C. strict company rules and procedures only
 - D. the match between leadership style and the situation
10. Which of the following leadership behaviors in the Path-Goal Theory involves setting challenging goals and encouraging employees to perform at their highest level?
- A. Supportive leadership.
 - B. Participative leadership.
 - C. Laissez-faire leadership.
 - D. Achievement-oriented leadership.

11. According to Maslow's Hierarchy of Needs Theory, which level of needs includes security, protection, and freedom from physical or emotional harm?
- A. Social needs.
 - B. Safety needs.
 - C. Esteem needs.
 - D. Self-actualization needs.
12. An employee who wants recognition, achievement, and respect from others is mainly trying to satisfy which level of Maslow's hierarchy?
- A. Social needs.
 - B. Safety needs.
 - C. Esteem needs.
 - D. Physiological needs.
13. In Herzberg's Two-Factor Theory, which of the following is considered as a hygiene factor that helps reduce job dissatisfaction?
- A. Salary and working conditions.
 - B. Achievement and advancement.
 - C. Recognition and personal growth.
 - D. Responsibility and challenging work.
14. Equity Theory states that employees become motivated when they believe _____.
- A. strict supervision is always applied equally
 - B. motivation depends only on salary increases
 - C. rewards and treatment are fair compared to others
 - D. employees should not compare themselves with others
15. When top management communicates company policies, performance feedback, and instructions to employees, this type of communication flow is known as _____ communication.
- A. lateral
 - B. upward
 - C. diagonal
 - D. downward

16. A staff member from the finance department communicates directly with a marketing manager from another department to solve a customer issue. This situation is an example of _____ communication.
- A. lateral
 - B. upward
 - C. diagonal
 - D. downward
17. Which of the following is an important advantage of face-to-face communication channels in business organizations?
- A. Lack of personal interaction and delayed feedback.
 - B. Reduced communication effectiveness among employees.
 - C. Immediate feedback and stronger trust between individuals.
 - D. Increased risk of information overload through digital systems.
18. A company decides to manufacture its products in another country to reduce production costs and improve efficiency. This practice is most closely related to _____.
- A. licensing
 - B. franchising
 - C. repatriation
 - D. outsourcing and offshoring
19. A business allows a foreign company to use its brand name and business model in exchange for fees and royalties. This global business strategy is known as _____.
- A. exporting
 - B. franchising
 - C. outsourcing
 - D. foreign direct investment
20. Which of the following types of employee training helps workers prepare emotionally and psychologically for living and working in another country?
- A. Financial training.
 - B. Quality control training.
 - C. Technical production training.
 - D. Cross-cultural skills development.

(TOTAL: 20 MARKS)

PART C: LONG STRUCTURED

Instruction: Answer ALL questions.

1. A project manager is responsible for selecting the best location for a new branch office. However, several challenges arise during the decision-making process.

Referring to the situation described above, explain **FOUR (4)** barriers to individual decision-making that may affect the decision-making process.

(10 marks)

2. A global retail organization operates in several countries and faces frequent changes in customer preferences and market conditions.

Recommend **FOUR (4)** current trends in organizational structure that organization can adopt to remain competitive and responsive to environmental changes.

(10 marks)

3. The Human Resource Department has reported a decline in employee motivation and productivity. Employees frequently complain about poor communication and a lack of support from their supervisor.

As a management consultant, recommend **FOUR (4)** characteristics of effective leader that can help improve employee performance and morale.

(10 marks)

4. A company is experiencing a decline in employee motivation and productivity. Supervisors closely monitor employees, make all decisions, and rarely allow employees to participate in problem-solving activities. As a result, many employees feel dissatisfied and lack enthusiasm for their work.

Considering the issues faced by the company, propose **FOUR (4)** assumptions based on Theory Y that can enhance employee motivation and productivity.

(10 marks)

5. A newly appointed operations manager has introduced a new work procedure. However, employees often misunderstand the instructions, resulting in mistakes and delays in completing their tasks.

Using the situation provided above, demonstrate **FIVE (5)** elements of the communication process that contribute to effective communication within the organization.

(10 marks)

6. A multinational company employs workers from different countries and cultural backgrounds. The management team has noticed differences in communication styles, leadership expectations, teamwork, and decision-making among employees.

Referring to the situation described above, explain **FOUR (4)** dimensions of cultural differences that may affect business operations in the organization.

(10 marks)

(TOTAL: 60 MARKS)

(TOTAL: 100 MARKS)

END OF QUESTION PAPER

