

FINAL SEMESTER EXAMINATION

Student NRIC : _____

Student ID : _____

Programme	:	FOUNDATION IN ARTS
Intake	:	SEPTEMBER 2021
Course	:	INTRODUCTION TO MANAGEMENT
Course Code	:	FA1144
Duration	:	2 hours

INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. This question paper consists of **PART A, B AND C**.
3. Answer **ALL** questions in the question paper.
4. Answers to the questions are to be written into the examination booklet.
5. Electronic dictionaries, lecture notes, files or any unauthorised materials except writing equipment are strictly prohibited.

This question paper must be submitted along with all used and/or unused rough papers and/ or graph papers (if any). Candidates are **NOT ALLOWED** to take any examination paper(s) used or unused out of the examination hall.

WARNING:

The Examination Board of Peninsula College Georgetown regards cheating as a very serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in the accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from Peninsula College Georgetown.

(This booklet contains 9 printed pages including this page)

DO NOT OPEN THIS BOOKLET UNTIL YOU ARE ALLOWED TO DO SO

For examiner's use only

QUESTION NO.	MARKS
1	/ 25
2	/ 25
3	/ 25
4	/ 25
Total	/ 100

PART A : TWENTY-FIVE (25) TRUE FALSE QUESTIONS (25 MARKS)
INSTRUCTION(S) : Answers are to be written in the Answer Sheet provided.

1. Communication does not only serve to inform; it can also act to control behavior.	True	False
2. Formal communication can control behavior, but informal communication cannot.	True	False
3. The communication process is susceptible to noise.	True	False
4. In communication, the process of decoding is performed by the receiver.	True	False
5. E-mail increases filtering because electronic communication is faster.	True	False
6. The definition of motivation has three key elements: energy, direction, and persistence	True	False
7. According to Maslow's hierarchy of needs theory, lower-order needs are predominantly satisfied internally while higher-order needs are satisfied externally.	True	False
8. Joseph, a line manager at a plant, believes that his workers have little drive and will not work unless pushed by him. Therefore, he closely monitors and controls their work and pulls up those who do not meet his standards. Joseph is a Theory Y manager.	True	False
9. Research clearly indicates that the Theory Y manager is more effective in motivating employees than the Theory X manager.	True	False
10. People with a high need for achievement strive for the trappings and rewards of success rather than for personal achievement.	True	False
11. Managers using reinforcement theory to motivate employees should ignore, not punish, undesirable behavior.	True	False
12. Job enlargement refers to the horizontal expansion of a job by increasing job scope.	True	False
13. Effective leaders do not need a high degree of knowledge about the company, industry, and technical matters.	True	False
14. Despite the best efforts of researchers, it proved impossible to identify one set of traits that would always differentiate leaders from nonleaders.	True	False
15. An important aspect of leadership is influencing a group to achieve its goals.	True	False
16. Cognitive theories are leadership theories that identified behaviors that differentiated effective leaders from ineffective leaders.	True	False
17. Organisation al effectiveness is a measure of how appropriate organisation al goals are and how well those goals are being met.	True	False
18. Feedforward control is more popular and effective than the other forms of control.	True	False

19. Basic corrective action corrects problems at once to get performance back on track.	True	False
20. Basic corrective action corrects problems at once to get performance back on track.	True	False
21. Technical skills become less important as a manager moves into higher levels of management.	True	False
22. Innovation is confined to high-tech and other technologically sophisticated organisations.	True	False
23. In order for organisations to survive successfully, managers must create a customer-responsive organisation .	True	False
24. Today's organisations mostly rely on strict rules and standardization to guide and regulate employee behavior.	True	False
25. A simple structure is characterized by low spans of controls and high formalization.	True	False

PART B : TWENTY-FIVE (25) MULTIPLE CHOICE QUESTIONS (25 MARKS)
INSTRUCTION(S) : Answers are to be written in the Multiple-Choice Answer Sheet provided.

1. When a communication requires employees to follow their job description, or to comply with company policies, communication is being used to _____.

A) control
B) motivate
C) provide a release for emotional expression
D) persuade

2. Pat manages the customer care department of her firm. She is very happy with her team of 15 customer care executives who've all been consistently performing well. Customer feedback was impressive, and Pat is planning to give them good bonuses this time around. As a manager, Pat believes it is important to let your subordinates know when you are happy with their work. She does so, and also calls a meeting to discuss what they can do to improve further. Pat is using communication for _____.

A) decision-making
B) negotiation
C) motivation
D) expressing emotion

3. The final link in the communication process is _____.

A) encoding
B) decoding
C) receiving
D) feedback

4. Which of the following methods of communication should be used when the sender requires quick and accurate feedback?

A) publications
B) face-to-face
C) postal mail
D) fax

5. All of the following are barriers to effective interpersonal communication, **EXCEPT** _____.

A) filtering
B) selective perception
C) feedback
D) defensiveness

6. The hierarchy of needs theory of motivation was proposed by _____, a psychologist who proposed that within every person is a hierarchy of five needs.
- A) Douglas McGregor
 - B) Frederick Herzberg
 - C) Abraham Maslow
 - D) David McClelland
7. Which of the following needs is the highest in Maslow's hierarchy of needs theory?
- A) safety needs
 - B) self-actualization needs
 - C) esteem needs
 - D) social needs
8. McGregor's Theory X assumes that employees _____.
- A) need to be closely controlled to work effectively
 - B) enjoy work
 - C) seek out and accept responsibility
 - D) exercise self-direction
9. Which of the following is true about Herzberg's two-factor theory?
- A) Herzberg believed that the factors that led to job satisfaction were the same as those that led to job dissatisfaction.
 - B) To motivate people, Herzberg suggested emphasizing the hygiene factors of a job.
 - C) Herzberg's theory has influenced how we currently design jobs.
 - D) According to Herzberg, removing dissatisfying characteristics from a job will invariably make that job more satisfying and motivating.
10. According to the three-needs theory, the need for _____ is the desire for friendly and close interpersonal relationships.
- A) control
 - B) affiliation
 - C) power
 - D) achievement
11. Goal-setting theory says that _____.
- A) goals should be loosely defined and moderately challenging to maximize motivation
 - B) a generalized goal of "do your best" is likely to be most effective in ensuring high performance
 - C) difficult goals, when accepted, result in higher performance than do easy goals
 - D) to be effective, goals set should be easily achievable for the top performers

12. Persons who are able to influence others and who possess managerial authority are termed _____.
- A) entrepreneurs
 - B) leaders
 - C) organisers
 - D) visionaries
13. Trait theory ignores _____.
- A) physical traits of leaders
 - B) the behavioral aspects of honesty and integrity
 - C) the interactions of leaders and their group members as well as situational factors
 - D) the fact that leaders should be able to create visions and solve problems
14. Which of the following describes the leadership style in which a leader tends to centralise authority, dictate work methods, make unilateral decisions, and limit employee participation?
- A) cultural style
 - B) autocratic style
 - C) democratic style
 - D) laissez-faire style
15. According to the Ohio State studies, which of the following dimensions of leader behavior refers to the extent to which a leader is likely to define and structure his or her role and the roles of group members in the search for goal attainment?
- A) intelligence structure
 - B) psychological structure
 - C) initiating structure
 - D) consideration structure
16. To measure a leader's style, Fiedler developed the _____.
- A) contingency grid
 - B) situational leadership theory
 - C) managerial grid
 - D) least-preferred co-worker questionnaire
17. Fiedler assumed a person's leadership style was _____.
- A) contingent upon the situation
 - B) relatively flexible
 - C) democratic
 - D) fixed

18. The _____ theory is a contingency theory that focuses on followers' readiness.
- A) consideration leadership
 - B) situational leadership
 - C) passive leadership
 - D) active leadership
19. Which of the following leadership styles describes a leader who provides little direction or support?
- A) telling
 - B) selling
 - C) participating
 - D) delegating
20. As the number of employees in an organisation grows, structure tends to become more _____.
- A) specialised
 - B) informal
 - C) centralised
 - D) relaxed
21. Which of the following is a strength of simple structures?
- A) Employees are grouped with others who have similar tasks.
 - B) It focuses on results.
 - C) It is inexpensive to maintain.
 - D) It remains appropriate even as the organisation changes as it grows.
22. In which of the following traditional organisational designs, duplication of activities and resources leads to increase in costs and reduced efficiency?
- A) divisional structure
 - B) team structure
 - C) matrix structure
 - D) project structure
23. Factors that have been found to be linked to workplace violence include _____.
- A) too much caffeine
 - B) employee stress
 - C) poor employee diet
 - D) poor personal hygiene

24. Corporate governance _____.

- A) refers to executive governance practices in companies
- B) is a system used to govern a corporation so that the interests of corporate owners are protected.
- C) is a term that refers to legal agreements made between two or more partner firms
- D) refers to the negative influence of the corporate in society

25. Mark wants to use a tool which is easy to visualize and effective for showing relationships. Which of the following tools is best suited for this?

- A) personal observations
- B) oral reports
- C) written reports
- D) statistical reports

PART C : STRUCTURED TYPE QUESTIONS (50 MARKS)
INSTRUCTION(S) : There are TWO (2) structured type questions. Answer ALL questions in the Answer Booklet(s) provided.

Question 1

- a. Compare the differences between job enlargement and job enrichment. (10 marks)
- b. Discuss the effectiveness of job enlargement and job enrichment in motivating employees. (5 marks)
- c. The economic recession of the last few years saw employees at the receiving end of job insecurity, layoffs, tight budgets, minimal or no pay raises, benefit cuts, no bonuses, and long hours doing the work of those who had been laid off. Assuming that you were a manager during these difficult times, how would you motivate your employees? (10 marks)

Total: [25 marks]

Question 2

- a. Explain **FIVE (5)** leadership traits that can affect an individual personality? (10 marks)
- b. Discuss the **FIVE (5)** sources of power that are used by managers and leaders to influence their subordinates. In your discussion, include examples of each source of power to support your answer. (15 marks)

Total: [25 marks]

- END OF QUESTIONS -