



**PENINSULA**  
**C O L L E G E**  
GEORGETOWN

**Take Home Examination**

Programme	:	<b>CERTIFICATE IN BUSINESS STUDIES (MQA/PA12514)</b>
Intake	:	<b>JULY 2021</b>
Course	:	<b>INTRODUCTION TO MANAGEMENT</b>
Course Code	:	<b>CBS1023</b>
Time Allowed	:	<b>3 HOURS</b>

**INSTRUCTIONS TO CANDIDATES:**

1. Please read the instructions given in the question paper **CAREFULLY**.
2. This assessment consists of **THREE (3)** parts.
3. Answer **ALL** questions.
4. Answers to the questions are to be typed in word format.
5. Please write your student ID number on the first page of your answer script.  
**DO NOT** write your name.

**WARNING:**

The Examination Board of Peninsula College Georgetown regards cheating as a most 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 7 printed pages including this page)*

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

**PART A : TWENTY (20) TRUE FALSE QUESTIONS (20 MARKS)**  
**INSTRUCTION(S) : Answers are to be written in the Answer Sheet provided.**

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|---|------|-------|
| 1. Organisational design is the process in which managers change or develop an organisation's structure                     | True | False |
| 2. There are four basic elements in organisational design.  | True | False |
| 3. The advantage of work specialisation is that it always results in high employee motivation and high productivity.        | True | False |
| 4. Departmentalisation is how jobs are grouped.   | True | False |
| 5. Unity of command prevents an employee from trying to follow two conflicting commands at once.                            | True | False |
| 6. Power is a right that a manager has when he or she has a higher rank in an organisation.                                 | True | False |
| 7. Traditional organisations are structured in a pyramid, with the power and authority located in the pyramid's broad base. | True | False |
| 8. A leader is someone who has managerial authority and can influence others.   | True | False |
| 9. Trait theories of leadership focus on how leaders interact with their followers.   | True | False |
| 10. A major goal of behavioral leadership studies is to find ways to train people to be leaders.                            | True | False |
| 11. Control is the process of monitoring and evaluating activities to ensure that they are being accomplished as planned.   | True | False |
| 12. A transactional leadership style is not related to a transformational style.  | True | False |
| 13. Team leadership is becoming less important in today's world because teams don't need leaders.                           | True | False |
| 14. An effective control system can help managers delegate authority to employees with confidence.                          | True | False |
| 15. One of the keys to being a good team leader is to know when to leave a team alone.                                      | True | False |
| 16. An effective control system can help managers delegate authority to employees with confidence.                          | True | False |
| 17. The control process is a two-step process that measures and compares.   | True | False |
| 18. Direct supervision is the best-known form of concurrent control.  | True | False |
| 19. A GPS that tells you that you are making a wrong turn is an example of concurrent control.                              | True | False |

20. A management information system (MIS) focuses on providing managers with the raw data that pertains to the organisation.

True      False

**PART B : TWENTY (20) MULTIPLE CHOICE QUESTIONS (20 MARKS)**  
**INSTRUCTION(S) : Answers are to be written in the Multiple-Choice Answer sheet provided.**

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1. Which of the following is synonymous with work specialisation?
  - A) Division of labor
  - B) Job discrimination
  - C) Chain of command
  - D) Job preference
  
2. Functional departmentalisation groups jobs by \_\_\_\_\_.
  - A) tasks they perform
  - B) territories they serve
  - C) products or services they manufacture or produce
  - D) type of customer they serve
  
3. \_\_\_\_\_ departmentalisation is based on territory or the physical location of employees or customers.
  - A) Functional
  - B) Product
  - C) Geographic
  - D) Matrix
  
4. In the chain of command, each person above you \_\_\_\_\_.
  - A) has special privileges
  - B) receives higher pay
  - C) has line authority
  - D) has no right to give you orders
  
5. Which of the following statements is **TRUE**?
  - A) Power is a right.
  - B) Authority is one's ability to influence decisions.
  - C) Authority is a right.
  - D) Both power and authority are rights.
  
6. Decision making begins with \_\_\_\_\_.
  - A) selecting alternatives
  - B) identifying decision criteria
  - C) identifying a problem
  - D) eliminating false alternatives

7. Which of the following defines a *problem* in the decision-making process?
- A) A discrepancy between what exists and what the decision maker desires to exist
  - B) A discrepancy between the ideal and the practical
  - C) Something that causes irritation
  - D) Something that calls for attention
8. To identify a problem, a manager \_\_\_\_\_.
- A) compares one set of standards or goals to a second set of standards or goals
  - B) looks for unhappy customers
  - C) uses intuition to see that things don't look right
  - D) compares the current state of affairs with some standard or goal
9. A manager is determining what kind of new computers she should purchase for her department. She has made a list of five different computer models for consideration. Which stage of the decision-making process is this?
- A) Selection of an alternative
  - B) Identification of decision criteria
  - C) Development of alternatives
  - D) Analysis of alternatives
10. It is assumed that a rational decision maker \_\_\_\_\_.
- A) would never make a wrong choice
  - B) would be subjective and impractical
  - C) would face only difficult decisions
  - D) would be objective and logical
11. Which of the following is **NOT** assumed in a rational decision?
- A) A clear and specific goal
  - B) A clear and unambiguous problem
  - C) Most alternatives and consequences are known
  - D) Value is maximised
12. Compared to fully rational decision making, what is a major advantage of intuitive decision making?
- A) Total reliability
  - B) Fully quantified
  - C) Thoroughness
  - D) Speed
13. The control management function ensures that \_\_\_\_\_ in an organisation.
- A) goals are set
  - B) goals are met
  - C) plans are made
  - D) plans are realistic

14. The value of the controlling function is seen in three specific areas: planning, \_\_\_\_\_.
- A) organising, and leading
  - B) protecting employees, and empowering the workplace
  - C) protecting employees, and protecting the workplace
  - D) empowering employees, and protecting the workplace
15. Controlling is the \_\_\_\_\_ in the management process.
- A) first step
  - B) final step
  - C) most important step
  - D) least important step
16. The controlling function helps managers protect an organisation's \_\_\_\_\_.
- A) reputation for honesty
  - B) assets
  - C) position in the community
  - D) good name
17. The first step in the control process is to \_\_\_\_\_.
- A) take action
  - B) measure actual performance
  - C) compare performance against a standard
  - D) compare a standard against an ideal
18. MBWA stands for management by \_\_\_\_\_.
- A) work area
  - B) work action
  - C) written action
  - D) walking around
19. The most comprehensive form of performance measurement is this.
- A) MBWA
  - B) Oral report
  - C) Statistical report
  - D) Written report
20. The personal secretary of a top manager may have \_\_\_\_\_.
- A) power but not authority
  - B) authority but not power
  - C) power and authority
  - D) line authority but not staff authority

**PART C : STRUCTURED TYPE QUESTIONS (60 MARKS)**  
**INSTRUCTION(S) : There are THREE (3) structured type questions. Answer ALL questions in the Answer Booklet(s) provided.**

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**Question 1**

- a. Explain the definition of organising. (2 marks)
- b. List **EIGHT (8)** natures of organising. (8 marks)
- c. Explain **FOUR (4)** advantages of formal organisation. (10 marks)

**Question 2**

- a. Name **FIVE (5)** rules of leadership. (5 marks)
- b. Identify **SEVEN (7)** characters of leadership. (7 marks)
- c. In today's uncertain environment, leaders need to build, or even rebuild, trust and credibility. List **EIGHT (8)** importance of trusts in an organisation. (8 marks)

**Question 3**

- a. Define structured problem and unstructured problems in an organisation. (4 marks)
- b. Explain **THREE (3)** approaches used by a manager to make decisions. (6 marks)
- c. Identify **TEN (10)** common decision errors and biases in making decision. (10 marks)

**- End of questions -**