



PENINSULA
C O L L E G E
GEORGETOWN

FINAL SEMESTER EXAMINATION

Programme	:	CERTIFICATE IN BUSINESS STUDIES
Course	:	INTRODUCTION TO MANAGEMENT
Course Code	:	CBS1023
Duration	:	3 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 8 printed pages including this page)

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

QUESTION NO.	MARKS
Part A	/ 25
Part B	/ 25
Part C – Q1	/ 25
Part C- Q2	/ 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. 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
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 characterised 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 Answer sheet provided.

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.is the most comprehensive form of performance measurement.
- 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
21. 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
22. 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

23. Which of the following leadership styles describes a leader who provides little direction or support?
- A) telling
 - B) selling
 - C) participating
 - D) delegating
24. 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.
25. 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

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. Explain the definition of organising. (2 marks)
- b. Name **FIVE (5)** rules of leadership. (5 marks)
- c. List **EIGHT (8)** natures of organising. (8 marks)
- d. Explain **FIVE (5)** advantages of formal organisation. (10 marks)

Question 2

- a. Identify **SEVEN (7)** characters of leadership. (7 marks)
- b. 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)
- c. Identify **TEN (10)** common decision errors and biases in making decision. (10 marks)

- END OF QUESTIONS -