PENINSULA COLLEGE GEORGETOWN

FINAL SEMESTER EXAMINATION

Student NRIC : _____

Student ID : _____

Programme	:	**CERTIFICATE IN BUSINESS STUDIES (MQA/PA12514)**
Intake	:	**SEPTEMBER 2021**
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 7 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. The criterion that determines the effectiveness of a control system is how well it reduces unnecessary costs.	True	False
2. Control is the only managerial function that allows managers to make sure that organizational goals are being met.	True	False
3. The value of the control function lies in three areas: planning, organizing, and motivating.	True	False
4. Intuitive decision making is systematic, logical, and orderly.	True	False
5. A leader is someone who has managerial authority and can influence others.	True	False
6. Ideally, all managers should not be leaders.	True	False
7. Decision makers who seek information that matches what they already know are guilty of confirmation bias.	True	False
8. Trait theories of leadership focus on how leaders interact with their followers.	True	False
9. A major goal of behavioral leadership studies is to find ways to train people to be leaders.	True	False
10. When decisions tend to be made at lower levels in an organization, the organization is said to be centralized.	True	False
11. An advantage of group decisions is that they increase the perception of the legitimacy of the solution.	True	False
12. In a team structure, team members are not held responsible for their decisions.	True	False
13. The strength of a simple structure is that it is flexible.	True	False
14. Effectiveness refers to the relationship between inputs and outputs.	True	False
15. Determining who reports to whom is part of the controlling function of management.	True	False
16. The rational decision-making process emphasizes maximizing value.	True	False
17. Defining goals is a key part of the organizing function of management	True	False
18. The control function is not intended to protect the organization from threats.	True	False
19. Situational leadership theory (SLT) states that an R1 worker who is unable and unwilling to perform a task responds best to a telling leadership style.	True	False
20. Intuitive decision making is systematic, logical, and orderly.	True	False
21. A typical first-level manager spends more of his or her time leading than planning.	True	False
22. The development or identification of objectives or standards must precede the control process.	True	False
23. Employees in an organization with a matrix design can have two bosses for the same job.	True	False
24. Unity of command prevents an employee from trying to follow two conflicting commands at once.	True	False
25. Personal judgments are strictly ignored in decision making.	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.

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1. The decision-making process consists of a series of eight steps that identify a problem and work toward ultimately _____.

   A) determining if there is a solution to the problem
   B) solving the problem
   C) making a plan to solve the problem
   D) breaking down the problem into a series of steps

2. 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

3. A manager can faithfully execute the decision-making process but still end up with nothing of value if _____.

   A) he fails to identify the correct problem
   B) he fails to assign number values to different criteria
   C) he solves the problem inefficiently
   D) he fails to correctly identify the steps of the process

4. For a high-tech bicycle buyer, decision criteria would be determined by _____.

   A) whatever most bike buyers recommend
   B) expert ratings in bike magazines
   C) technical specifications
   D) personal preferences of the buyer

5. Decision making begins with _____.

   A) selecting alternatives
   B) identifying decision criteria
   C) identifying a problem
   D) eliminating false alternatives

6. Of the following, which is the lowest level of management?

   A) a nonmanagerial employee
   B) an individual involved in defining the organization's philosophy
   C) a vice president
   D) a middle manager

7. Which of the following might be an example of increased efficiency in manufacturing?

   A) cutting the amount of labor required to make the product
   B) cutting the price of the product
   C) increasing sales of the product
   D) increasing advertising for the product

8. Effectiveness is synonymous with _____.

   A) cost minimization
   B) smart management
   C) goal attainment
   D) efficiency

9. In a small organization, which of the following is NOT likely to be true?

   A) Planning is not likely to be an orchestrated ritual.
   B) Relationships are more likely to be informal.
   C) Workers are likely to be observed by computerized monitoring systems.
   D) The design of the organization is likely to be less structured and complex

10. Why might a manager for a non-profit organization seem as concerned with his or her organization's financial well-being as a for-profit manager?

    A) Non-profit managers are evaluated on financial performance only.
    B) Non-profit managers try to give the illusion that they care about the "bottom line."
    C) Not-for-profit organizations need to make money to continue operating.
    D) Non-profit organizations have an obligation to turn a profit.

11. Line authority gives a manager the ability to direct the work of _____.

    A) any employee in the firm
    B) any subordinate
    C) any subordinate, after consulting with the next higher level
    D) only subordinates one level down

12. 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.

13. 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

14. Your boss has total control over hiring, firing, and promotions in your department. He has _____.

    A) low position power
    B) high position power
    C) high task structure
    D) low task structure

15. _____ is defined in situational leadership theory (SLT) as a high task, low relationship leadership role.

    A) Telling
    B) Selling
    C) Participating
    D) Delegating

16. A major part of the controlling function of management is to _____.

    A) formulate strategies
    B) set standards
    C) correct performance problems
    D) structure an organization

17. The more a control system helps an organization _____, the more successful it is judged to be.

    A) meet government guidelines
    B) help employees achieve job satisfaction
    C) meet its goals
    D) help employees be productive

18. The three main models that managers use to make decisions are _____.

    A) rational, bounded rational, and intuitive
    B) rational, irrational, and bounded rational
    C) intuitive, unintuitive, and rational
    D) bounded rational, intuitive, and systematic

19. Which term best characterizes a decision that has bounded rationality?

    A) virtually perfect
    B) rigorous and comprehensive
    C) not good enough
    D) just good enough

20. Managers always use these for performance standards during the control process.

    A) goals created during the planning process
    B) employee opinions
    C) generic performance standards for the industry
    D) standards developed by performance experts

21. This is the most informal form of performance measurement.

A) oral reports
B) written reports
C) statistical reports
D) personal observation

22. A disadvantage of a statistical report is that it may leave out _____ measurements of performance.

A) subjective
B) objective
C) positive
D) negative

23. The second step in the control process is to _____.

A) compare a standard against an ideal
B) measure actual performance
C) compare performance against a standard
D) take action

24. For addressing unemployment, this is an example of basic corrective action.

A) a task force to see why jobs were lost
B) food stamps
C) unemployment compensation
D) a job training program

25. Almost all managerial tasks involve _____.

A) decision making
B) technical skills
C) long-term planning
D) superb political skills

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. Decision making is typically described as choosing among alternatives, but this view is overly simplistic. Discuss **TWO (2)** types of decision with an example. (10 marks)

b. Explain **FIVE (5)** advantages of Group Decision Making. (10 marks)

c. List **FIVE (5)** common errors in decision making. (5 marks)

Total: [25 marks]

Question 2

a. Control is the management function that involves monitoring activities to ensure that they're being accomplished as planned and correcting any significant deviations. Explain **FOUR (4)** sources of information that are frequently used to measure actual performance. (8 marks)

b. Identify **SEVEN (7)** characteristics of controlling. (7 marks)

c. Explain **FIVE (5)** principles of leadership. (10 marks)

Total: [25 marks]

- END OF QUESTIONS -