

FINAL EXAMINATION

Semester	:	JANUARY 2026 SEMESTER
Programme Name	:	CERTIFICATE IN BUSINESS STUDIES
Course Code & Name	:	CBS1023 INTRODUCTION TO MANAGEMENT
Duration	:	3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. The question paper consists of **FOUR (4)** questions.
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

[100 marks]

PART A: FII IN THE BLANKS

This part consists of TWENTY-FIVE (25) statements. Fill in the blanks with the correct answer based on the answer provided.

narrow	resources	lower	motivating	people
matrix	costly	tactical	top	planning
functional	grouping	standing	developing	leading
right	delegating	stretch	supervise	avoid
wide	operational	informal	efficiency	directing

1. Management is the process of achieving organizational goals through _____ and other resources. (1 mark)
2. The function of _____ involves determining organizational objectives and deciding how to achieve them. (1 mark)
3. In the POLC framework, _____ refers to guiding and motivating employees to perform their tasks effectively. (1 mark)
4. Theory X managers believe employees _____ responsibility and need constant supervision. (1 mark)
5. According to Theory Y, employees are capable of _____ themselves to achieve organizational goals. (1 mark)
6. _____ level management is responsible for formulating policies and providing overall direction to the organization. (1 mark)
7. Middle level managers are mainly involved in _____ tactical plans and supervising departmental activities. (1 mark)
8. Lower-level managers _____ and coordinate the day-to-day work of employees. (1 mark)
9. Planning works best when the goals of _____ level management support the goals set by top management. (1 mark)
10. A _____ plan is designed to achieve specific objectives of departments or divisions. (1 mark)
11. Plans that are used repeatedly for routine situations are known as _____ plans. (1 mark)
12. _____ goals encourage organizations to achieve results beyond their normal performance level. (1 mark)
13. SWOT analysis helps organizations match their _____ and capabilities with the external environment. (1 mark)
14. One problem of planning is that it can be _____ because it requires expenditure on data collection and experts. (1 mark)
15. Organizing involves _____ activities into departments to ensure efficient task performance. (1 mark)

16. The process of _____ authority to subordinates enables managers to focus on important managerial tasks. (1 mark)
 17. A _____ span of control means a manager supervises only a small number of employees. (1 mark)
 18. In a _____ organizational structure, employees report to both functional and project managers. (1 mark)
 19. _____ departmentalization groups activities based on business functions such as marketing and finance. (1 mark)
 20. Authority is the _____ to make decisions and enforce compliance within an organization. (1 mark)
 21. A _____ span of control allows managers to supervise many employees. (1 mark)
 22. Short-term plans prepared for daily activities are known as _____ plans. (1 mark)
 23. An _____ organization is formed naturally based on social relationships among employees. (1 mark)
 24. Management aims to improve organizational _____ by using minimum resources to achieve goals. (1 mark)
 25. The function of _____ involves instructing employees on how to perform their tasks. (1 mark)
- Total: [25 marks]

PART B : MULTIPLE CHOICE QUESTION

This part consists of TWENTY-FIVE (25) multiple-choice questions. Choose the most suitable answer.

1. Controlling is a management function that involves comparing actual performance with _____. (1 mark)
 - A. employee salary
 - B. organizational standards
 - C. customer complaints
 - D. market share
2. The main purpose of the controlling function in an organization is to _____. (1 mark)
 - A. hire new employees
 - B. ensure organizational activities are moving towards goals
 - C. increase product price
 - D. promote employees
3. Which of the following activities is related to strategic control in an organization? (1 mark)
 - A. Monitoring long-term environmental changes
 - B. Checking daily attendance
 - C. Preparing employee schedule
 - D. Cleaning production machines

4. Tactical control mainly focuses on monitoring _____. (1 mark)
- A. national economic policies
 - B. implementation of departmental plans
 - C. political decisions
 - D. company ownership
5. Operational control is most closely related to _____. (1 mark)
- A. day-to-day performance monitoring
 - B. designing company logo
 - C. selecting shareholders
 - D. preparing company mission
6. Quality inspection of products during production is an example of _____. (1 mark)
- A. financial control
 - B. operational control
 - C. strategic control
 - D. external control
7. Inventory management helps managers to _____. (1 mark)
- A. reduce employee motivation
 - B. prevent stock shortages and overstocking
 - C. eliminate customers
 - D. stop production activities
8. Which of the following is **NOT** part of the controlling process? (1 mark)
- A. Setting performance standards
 - B. Measuring actual performance
 - C. Taking corrective action
 - D. Designing organizational structure
9. Strategic control is mainly concerned with evaluating _____. (1 mark)
- A. short-term employee leave
 - B. long-term organizational direction
 - C. daily machine breakdown
 - D. office decoration
10. Monitoring performance regularly helps organizations to _____. (1 mark)
- A. avoid decision making
 - B. identify deviations from plans
 - C. reduce productivity
 - D. increase uncertainty
11. Which of the following is an example of resource allocation in operational control? (1 mark)
- A. Determining distribution of manpower and equipment
 - B. Selecting company mission
 - C. Hiring top managers
 - D. Advertising new products

12. Tactical control activities include all the following **EXCEPT** (1 mark)
- A. sales performance analysis
 - B. quality control inspection
 - C. monitoring strategic vision
 - D. inventory level checking
13. Controlling becomes effective when managers _____. (1 mark)
- A. ignore performance reports
 - B. compare results with standards
 - C. avoid corrective actions
 - D. stop planning activities
14. Decision making in management refers to the process of _____. (1 mark)
- A. choosing the best alternative among several options
 - B. avoiding organizational problems
 - C. controlling employee behavior
 - D. increasing company expenses
15. The rational decision-making model requires managers to _____. (1 mark)
- A. depend only on intuition
 - B. systematically analyze available alternatives
 - C. ignore consequences
 - D. delay decisions
16. Which of the following is **NOT** a step in the decision-making process? (1 mark)
- A. Identifying the problem
 - B. Gathering information
 - C. Advertising products
 - D. Evaluating alternatives
17. In bounded rationality, decision makers usually _____. (1 mark)
- A. analyze all possible alternatives
 - B. choose the first satisfactory solution
 - C. avoid making decisions
 - D. depend on group pressure
18. Intuitive decision making is mainly based on _____. (1 mark)
- A. detailed statistical reports
 - B. gut feelings and past experience
 - C. written policies
 - D. financial auditing
19. Group decision making techniques include _____. (1 mark)
- A. Delphi method
 - B. Quality inspection
 - C. Market segmentation
 - D. Job rotation

20. The main advantage of group decision making is _____. (1 mark)
- A. limited viewpoints
 - B. more creative solutions
 - C. slower communication only
 - D. increased conflict always
21. The first stage in the decision-making process requires managers to _____. (1 mark)
- A. implement solutions immediately
 - B. identify problems or opportunities
 - C. evaluate employee performance
 - D. set salary scale
22. Developing different possible solutions in decision making is known as _____. (1 mark)
- A. evaluating alternatives
 - B. gathering information
 - C. generating options
 - D. controlling resources
23. Which of the following factors is **NOT** usually considered when evaluating alternatives? (1 mark)
- A. Cost
 - B. Risk
 - C. Benefits
 - D. Office colour
24. Authority in decision making refers to _____. (1 mark)
- A. the power to punish employees
 - B. the right to make choices within an organization
 - C. ignoring company policies
 - D. reducing communication
25. Incremental decision-making model suggests that decisions are made through _____. (1 mark)
- A. one major analysis
 - B. small step-by-step changes
 - C. emotional reactions
 - D. random selection

PART C : STRUCTURE QUESTION

This section consists of **TWO (2)** structured question. Answer ALL question

- a) Sara is a team leader at NovaTech Company. She encourages her team members to work together to achieve the company's target of launching a new mobile application within six months. Sara listens to employees' ideas, motivates them to improve their performance, and provides rewards for good work. She also guides the team during challenges and ensures everyone understands their responsibilities.

Based on the situation above:

- i. Define leadership. (2 marks)
 - ii. State **FOUR (4)** qualities of an effective leader shown by Sara. (4 marks)
 - iii. Describe the concept of transformational leadership. (4 marks)
 - iv. Explain **THREE (3)** ways Sara can motivate her employees to achieve organizational goals. (9 marks)
 - v. Identify **THREE (3)** sources of power that Sara may use as a team leader. (6 marks)
- Total: [25 marks]

- b) Ali is a manager at SmartTech Company. Recently, the company experienced a decline in sales. Ali needs to decide whether to introduce a new product or improve the existing product. He gathers information from employees, analyses possible alternatives, evaluates the risks and benefits, and finally chooses the best solution for the company.

Based on the situation above:

- i. Define decision making. (2 marks)
 - ii. State **FIVE (5)** steps in the decision-making process. (5 marks)
 - iii. Explain **THREE (3)** decision-making models that Ali can use. (9 marks)
 - iv. Describe **TWO (2)** decision-making skills that can help Ali make an effective decision. (4 marks)
 - v. Suggest **TWO (2)** reasons why gathering information is important before making a decision. (5 marks)
- Total: [25 marks]

- END OF QUESTIONS -