



FINAL
Examination Paper
(COVER PAGE)

Session : April 2016

Programme : Foundation in Business Information Technology (CFPI)

Course : MGT 1210: Fundamentals in Business Management

Date of Examination : 26 July 2016, Tuesday

Time : 2.00pm – 4.00pm

Duration : 2 Hours Reading Time : Nil

Special Instructions :

SECTION A: Answer **ALL** questions.

SECTION B: Answer **THREE (3)** out of **FOUR (4)** questions.

IMPORTANT NOTE : **THIS PAPER SHOULD NOT BE TAKEN OUT OF THE EXAMINATION HALL**

Materials Permitted : Nil

Materials Provided : OMR Sheets & Answer Booklet

Examiner(s) : Ms. Ng Huey Miin

Moderator : Dr. Intan Osman

This paper consists of 11 printed pages, including the cover page.

INTI INTERNATIONAL COLLEGE

FOUNDATION IN BUSINESS INFORMATION TECHNOLOGY (CFPI)
MGT 1210 FUNDAMENTALS IN BUSINESS MANAGEMENT
FINAL EXAMINATION: APRIL 2016 SESSION

Section A (25 marks)

Answer ALL multiple-choice questions.

- (1) One of the managerial roles identified by Henry Mintzberg is Interpersonal Role. The interpersonal roles include:
- (A) Disturbance Monitor, Entrepreneur, Liaison
 - (B) Liaison, Figurehead, Leader
 - (C) Entrepreneur, Leader, Liaison
 - (D) Leader, Disseminator, Figurehead
 - (E) Entrepreneur, Liaison, Figurehead
- (2) Select the **correct** statement.
- (A) Single-use plan will be used continuously even after the completion of the activity. Examples: Policies, Procedures, Rules.
 - (B) Standing plan is only used once to handle one-off activities. Examples: Policies, Procedure, Programme.
 - (C) Single-use plan is a one-time plan for a unique situation. Examples: Programme, budget.
 - (D) Standing plan once constructed will be useful over many years. Examples: Policies, Procedure, Programme.
 - (E) Single-use plan may be reused when the situation permits. Examples: Policies, Procedure, Programme

- (3) Identify the **wrong** statement.
- (A) Contingency plan is important when the original plan fails.
 - (B) Contingency plan is needed because there are too many uncertainties in the business environment.
 - (C) Contingency plan is an additional effort but it is a waste of resources.
 - (D) A good planning must be flexible to fit in contingency plan.
 - (E) Contingency plan is essential in responding to an unexpected situation.
- (4) The purpose of organising is to
- (A) Assign work to specific personnel and departments
 - (B) Allocates jobs and responsibilities associated with individual roles
 - (C) Allocate and deploy organisational resources
 - (D) All the above
 - (E) None of the above
- (5) Select the **correct** statement.
- (A) Line authority enables the superiors to give direct instructions to the subordinates.
 - (B) Line authority allows the manager to provide technical assistance.
 - (C) Staff authority allows the manager to have direct control on the staff.
 - (D) Functional authority only allows the manager and the team to perform general function within other departments.
 - (E) Staff authority allows the manager to extend his authority directly in different departments.
- (6) Select the **correct** statement.
- (A) Delegation involves upward and downward transfer of authority from one person to another.
 - (B) When a superior delegates work to the subordinate, the subordinate also accepts the responsibility and accountability.
 - (C) Managers may delegate tasks but not granting the authority to the subordinates.
 - (D) In a delegation process, the subordinates may choose to accept the responsibility but not the accountability.
 - (E) Delegation involves the subordinate performing the job for the managers; with the condition that the managers are accountable for the outcome of the job.

- (7) How do managers motivate diverse workforce today?
- I) Compressed work week.
 - II) Provide flexible working hours.
 - III) Employees may use telecommunicating to work from home.
 - IV) Managers may split the job to enable two people working on the same job.
- A) I, II
 - B) I, III,
 - C) I, II, III
 - D) I, II, III, IV
 - E) None of the above

- (8) I) Functional Structure is an expandable version of Functional Departmentalisation.
II) There is no conflicts and confusion if the organisation uses Matrix Structure.
III) Divisional structure can be based on customer, product or geographical area.
IV) Network Structure is very rigid and involves high administrative cost.

The correct statements are:

- (A) I, II
- (B) I, III
- (C) II, III
- (D) II, IV
- (E) All the above

- (9) Select the **wrong** statement.

- (A) Functional departmentalisation means the jobs are grouped according to the functions.
- (B) Functional departmentalisation is good because people with the same skills, expertise, and work activities are grouped together.
- (C) Functional departmentalisation enables individual departments to have broader view on the overall organisation goals.
- (D) Functional departmentalisation produces ineffective communication outcome across functional areas.
- (E) Functional departmentalisation encourages better communication among the staff who are grouped within the same department.

(10) Select the **correct** answer.

(A) A good manager equals to a good leader.

(B) A good manager plans effectively. A good leader helps others to plan effectively.

(C) If a leader practises democratic leadership style, the leaders tend to limit the subordinates to make decisions.

(D) When the leader practises free-rein leadership style, the leaders tend to centralise the authority of decision making.

(E) A leader practising autocratic leadership style allows the subordinate to make decisions freely, without consulting the opinion from the leaders.

(11) Choose the **correct** statement.

(A) Technical skill is crucial to the middle management. Thus, the middle management must acquire more technical skills as compared to the top management.

(B) Human relations skill is more important to the middle management because this level of management is the bridge between the top management and the first-line management.

(C) The top management needs conceptual skills in order to be able to relate the organisation vision to the overall market.

(D) Conceptual skill is the type of skill that enables the person to proficiently operate certain machines and tools.

(E) Technical skill can only be gained through formal education.

(12) The controlling function includes the followings, **except** :

(A) Providing solutions to the staff to resolve conflicts

(B) Establish a pre-set performance standard

(C) Implement corrective action if there is any performance gap

(D) Comparing the pre-set performance with the actual performance

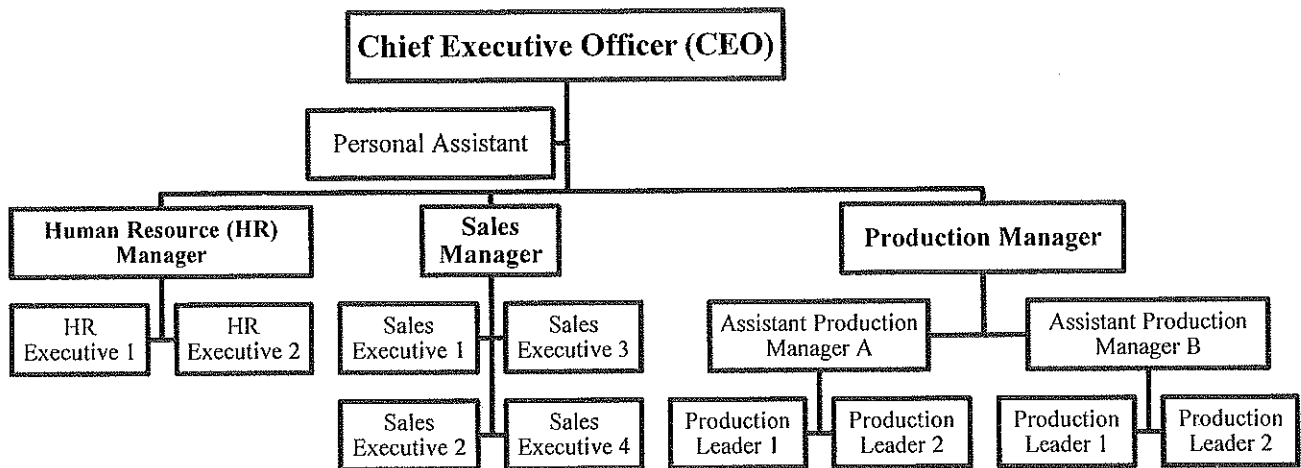
(E) Monitor whether there is any deviation in the actual performance

- (13) The advantages of group decision making are as follows, except
- (A) Group decision making provides more valid ideas and recommendations.
 - (B) Group decision making usually performs better than the individual decisions.
 - (C) Group decision making is more justifiable, hence, people will tend to accept more easily.
 - (D) Group decision making allows someone to dominate the decision making process, hence, a good ground to train a leader.
 - (E) Group decision making offers diversity views in the options of alternatives.
- (14) Edward is a Senior Sales Manager in a multinational company. Prior becoming a Senior Sales Manager, Edward was a very skilful Mechanical Engineer. In the company, many staff from various departments is willing to help Edward whenever Edward asked for assistance. Apart from that, the Mechanical Engineering Department often seek Edward's advice on this particular field. Edward is well respected and admired by the overall staff of the company.

Based on the scenario described above, Edward possesses the following power:

- (A) Referent power and Expert power
- (B) Referent power and Legitimate power
- (C) Legitimate power and Expert power
- (D) Legitimate power and Reward power
- (E) Legitimate power and Coercive power

(15)



Based on the organisation chart above, what is the span of control for the CEO, Sales Manager and the Production Manager?

- (A) CEO 3, Sales Manager 4, Production Manager 6
- (B) CEO 3, Sales Manager 2, Production Manager 2
- (C) CEO 4, Sales Manager 4, Production Manager 2
- (D) CEO 4, Sales Manager 2, Production Manager 6
- (E) CEO 4, Sales Manager 4, Production Manager 6

(16) The followings describe a tall structure in an organisation, **except**:

- (A) Tall structure has a narrower span of control
- (B) Tall structure is able to speed up decision making because the span of control is narrower.
- (C) Tall structure refers to more hierarchical levels
- (D) Tall structure enables the direct supervisor to have close supervision on the subordinates.
- (E) Tall structure increases the overhead costs of an organisation.

(17) The following scenarios are suitable for centralisation to be implemented, **except**:

- (A) The environment is stable.
- (B) The lower level managers are not able to make decisions.
- (C) The company is very large.
- (D) The organisation is having an open culture and geographically dispersed.
- (E) The decisions made are significant.

- (18) The advantages of decentralisation are as follows, **except**:
- (A) Decentralisation promotes decision making for the lower level managers.
 - (B) Decentralisation requires greater co-ordination of work from the senior managers.
 - (C) Decentralisation provides a good training ground to develop the junior managers.
 - (D) Decentralisation encourages faster decision making.
 - (E) Decentralisation provides job enrichment to the lower level managers.
- (19) Leaders who practised autocratic leadership style perform the following leadership style, **except**:
- (A) The leaders provide advice and may adopt the suggestions from the employees.
 - (B) The leaders determine the work methods to be used.
 - (C) The leaders restrict the participation of employees in decision making.
 - (D) The leaders make decisions and announce it to the employees.
 - (E) The leaders usually use the autocratic style during trainings.
- (20) Charlotte was a fresh graduate and just joined a new company called Jones Limited. After working in the company for two months, she discovered that everybody in her department clock out sharp at 5pm. During some meetings that she attended, she also realised that the employees were not keen to provide recommendations to the projects or problems raised by the management. When Charlotte asked her senior, Judy, she was told not to do extra and discourage Charlotte to provide suggestions or opinion. Judy said "Just do whatever you're told. No need extra. You won't go wrong if you follow the instructions".

The above leadership style is

- (A) Task management
 - (B) Country club management
 - (C) Team management
 - (D) Status-quo management
 - (E) Indifferent management
- (21) Identify the example of motivator factor.
- (A) The management change the tables and chairs that are more ergonomics for the employees, in order to minimise working hazards due to long hour of sitting at the working desk.
 - (B) The management sends competent employees to attend the management trainings, in order to prepare them for possible promotions in the future.

- (C) The management renovate the pantry and purchase a massage chair to enable the employees to relax when they are exhausted.
 - (D) The management ensure salaries are banked into the account of the employees on the 1st of every month.
 - (E) The management ensure the superiors are well trained in order to communicate well with the employees.
- (22) The followings are the example of active listening behaviours, **except**:
- (A) To ask a lot of questions after the sender complete in delivering the messages.
 - (B) To exhibit affirmative action while the sender is talking, example, head nod.
 - (C) To paraphrase the sender's messages to verify the accuracy of the messages received.
 - (D) To be silent while the sender is delivering the messages.
 - (E) To make eye contact with the senders during the process of communication.
- (23) During this stage, the team members are going through a possible formation of sub-groups. Some individual personalities emerge and some team members asserts their opinions.

The above description refers to

- (A) Performing stage
 - (B) Forming stage
 - (C) Storming stage
 - (D) Adjourning stage
 - (E) Norming stage
- (24) The followings are sources of conflict, **except**:
- (A) The Sales department and the Human Resources department are competing to obtain more budgets from the top management.
 - (B) The Production department focuses on the quality of the output; whilst the Sales department focuses on prompt delivery of products to the customers.
 - (C) The top management pacifies the Sales and Human Resources department when both departments are fighting for more budgets.

- (D) The managers always arrange for department meetings at 5pm; whilst the employees are eager to clock out at 5pm.
 - (E) The managers usually withhold or filter the information before disseminating to the employees; the employees would prefer complete information to feel secured.
- (25) Identify the example of feedback control.
- (A) The patients in the hospital complete the feedback form before they are discharged from the hospital.
 - (B) The chef examines the raw materials for fine dining before he started to cook.
 - (C) The surgeon monitors the blood pressure of the patient while performing the surgery.
 - (D) The courier service delivery man checks the total parcels verses the acknowledgement document before he start his work.
 - (E) The lecturer checks the teaching materials while conducting lectures.

Section B (75 marks)

Answer THREE out of four essay questions.

Question 1

- (a) Define leadership.
University of Iowa identified three leadership styles in business organisation. Discuss in detail the THREE (3) leadership styles explored by the university.

(10 marks)

- (b) The Leadership Grid provides guidance to the managers whether to lead by emphasising on tasks or people. Describe and explain this model in detail.

(15 marks)

Question 2

- (a) Define management. (2 marks)
- Identify and discuss the FOUR (4) functions in management. (8 marks)
- (b) Managers need certain skills to perform the duties and activities associated with being a manager. Explain and discuss the THREE (3) skills involved. Your discussion should also include why these skills are needed differently at different management levels in an organisation. Use a suitable diagram to support your discussion. (15 marks)

Question 3

Discuss in detail the stages of team development. (25 marks)

Question 4

- (a) Describe FIVE (5) types of power that exist in an organisation. (15 marks)
- (b) Define delegation. (2 marks)
- Discuss the concept of delegation. (8 marks)

