

**FINAL
Examination Paper**

(COVER PAGE)

Session : April 2018

Programme : Diploma In Business Management (DBM)

Course : WMGT1108 : Principles of Management

Date of Examination : July 28, 2018 (Saturday)

Time : 2:00 pm – 4:00 pm Reading Time : Nil

Duration : 2Hours

Special Instructions :

Section A: Answer **ALL** Multiple Choice questions in the **OMR** sheet provided.

Section B: Answer **TWO (2)** out of **THREE (3)** question.

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

Material permitted : Nil

Materials provided : OMR Sheets

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Moderator : Ms Claudine Shalani Kenel

This paper consists of 7 printed pages, including the cover page

DIPLOMA IN BUSINESS MANAGEMENT PROGRAMME (DBM)
WMGT1108 : PRINCIPLES OF MANAGEMENT
FINAL EXAMINATION: APRIL 2018 SESSION

Instructions: This paper consists of PART A and PART B. PART A consists of **TWENTY-FIVE (25)** multiple choice question (2 marks each). You are required to answer all questions in **PART A**. **PART B** consists of **THREE (3)** short essay questions (25 marks). You are required to answer any **TWO (2)** of the **THREE (3)** questions in **PART B**.

PART A

1. Which one of the following is *not* a characteristic of traditional management?
 - A. Command and control leadership style
 - B. Focus on individual tasks
 - C. Standardised procedure to maintain stability
 - D. Collaboration and teamwork

2. Which one of the following is *not* a function of top managers?
 - A. Micro management
 - B. Strategic management
 - C. Operational management
 - D. Human resource management

3. What are the skills that a manager is expected to exhibit when managing an organisation?
 - A. Conceptual skills
 - B. Human skills
 - C. Technical skills
 - D. All of the above

4. Which one of the following *best* explains the term organisational efficacy and effectiveness?
 - A. Organizational effectiveness is the degree to which the organisation achieves a stated goal, or succeeds in accomplishing what it tries to do.
 - B. Organisational effectiveness is the degree to which the organisation achieves its target and market share resulting in high profit
 - C. Organisational effectiveness relates to the speed of production, efficiency in using its resources and reducing costs of production
 - D. None of the above

5. Which one of the following author mentioned that “managers must be a complete business person to manage his roles”?
- A. Henry Fayol
 - B. Henry Mintzberg
 - C. Michael Porter
 - D. Stephen Guests
6. Which one the following is *not* a part of a top management in an organisation?
- A. Chief Executive Officer (CEO)
 - B. General Manager
 - C. Sales Manager
 - D. Executive Director
7. Which one of the following best represents the task environment in business?
- A. Customers
 - B. Competitors
 - C. Suppliers
 - D. All of the above
8. Which one of the following best represents an element of internal environment in an organisation?
- A. Corporate culture and beliefs
 - B. Standard protocols and operating processes
 - C. Quality standards and awards
 - D. None of the above
9. Which one of the following is not a step in forming a team in Tucker’s model?
- A. Norming
 - B. Forming
 - C. Storming
 - D. Identifying
10. Which one of the following is not a way of settling conflicts?
- A. Accommodating
 - B. Avoiding
 - C. Collaborating
 - D. Complaining

11. Which one of the following best describes the term 'decision making'?
- A. Decision making is the process of identifying problems and opportunities and then resolving them.
 - B. Decision making is structured, programmed and based purely on past experience and precedents.
 - C. Decision making is the process of collaborative thoughts and making a decision that is popular and one that caters to the interests of every party.
 - D. None of the above
12. Which one of the following is a barrier to effective decision making in a group?
- A. Group think and diffusion of responsibility
 - B. Group resistance
 - C. Group diversion and disunity
 - D. All of the above
13. Which one of the following is the highest level of goal setting in an organisation?
- A. Tactical goals
 - B. Operational goals
 - C. Mission
 - D. Strategic goals
14. Which one of the following resembles a barrier to task delegation?
- A. Managers might fear that subordinates don't really know how to do the job
 - B. The desire to keep as much control as possible over how things are done
 - C. The fear that a subordinate might "show the manager up" in front of others by doing a superb job
 - D. All of the above
15. Which one of the following is not a disadvantage of work specialisation?
- A. Employees are isolated and do only a single, boring job
 - B. Too much specialization creates separation and hinders the coordination that is essential for organizations to be effective.
 - C. Many companies are implementing teams and other mechanisms that enhance coordination and provide greater challenge for employees. Some employees may not be ready for these challenges although it improves the operations of the organization.
 - D. Employee becomes an expert and specialises in what he or she does

16. The following indices are key features of centralisation except?
- A. Decision made by senior level managers at HQ
 - B. Facilitates coordination of value chain
 - C. Ensures decisions are consistent with strategic objectives
 - D. Allows every business unit to engage in creativity and innovation
17. Which one of the following best describes the term transformational leadership?
- A. Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.
 - B. Leaders who inspire followers to transcend their own self-interests for the good of the organization by clarifying role and task requirements.
 - C. Leaders that are systematic, thrive on processual chain of commands and one that requires undivided obedience to those commands
 - D. Leaders that are work and performance based one that attempts to bring out the highest performing output in their subordinates
18. Which one of the following is not a trait of a leader?
- A. Motivates
 - B. Innovates
 - C. Challenges the subordinates
 - D. None of the above
19. A leader that exerts no or little control and supervision over its subordinates are termed as?
- A. Autocratic leadership
 - B. Autonomic leadership
 - C. Laissez Faire leadership
 - D. Freestyle leadership
20. The managerial grid model in leadership is devised by?
- A. Blake and Mouton
 - B. Ohio State University
 - C. Louis Robert Jr.
 - D. Jack Kennedy and John Maxwell

21. Which one of the following accurately depicts Kurt Lewin's model of organisation change?
- A. Unfreezing, refreezing and changing
 - B. Refreezing, unfreezing and changing
 - C. Unfreezing, changing and refreezing
 - D. Changing, unfreezing and refreezing
22. Which one of the following is a factor in resisting organisation change?
- A. Self-interests
 - B. Fear of uncertainty
 - C. Lack of understanding and trust
 - D. All of the above
23. Which one of the following best describes the term corporate social responsibility (CSR)?
- A. CSR is the management's obligation to make choices and take actions that will contribute to the welfare and interests of society, not just the organization.
 - B. CSR is the management's obligations to make choices and take decisions that will continue to contribute to the shareholders' interests in priority of the interests of others
 - C. CSR is the management's obligations to make choices and take decisions that will continue to contribute to the interests of creditors and others that have a stake in the organisation
 - D. None of the above
24. Which one of the following best defines a code of ethics?
- A. A document that prescribes the do's and don'ts in an organisation
 - B. A document that prescribes the processes of getting things done correctly in an organisation
 - C. A document that prescribes the basic ethical beliefs and moral fundamentals in an organisation
 - D. A document that prescribes the organisation laws and legal repercussions that ensue when breached
25. Which one of the following is a main moral dilemma in Loreal Inc.?
- A. Unethical advertising
 - B. Unethical human resource
 - C. Unethical production
 - D. Unethical pricing

PART B

Answer any **TWO (2)** of the **THREE (3)** questions below:

Question 1

“There is a move away from older principles of management to the 21st century style management approach. This is important to meet the newer needs in business”.

In reference to the statement above, explain (using relevant examples) the differences between traditional and modern management styles.

(25 marks)

Question 2

“Business firms do not operate in vacuum but instead is enveloped in volatile environment that could directly or indirectly impact the operation and management of a business”

Explain how the PESTEL macro environment model is useful to aid a business firm to plan and manage its operations strategy.

(25 marks)

Question 3

Critically explain the term corporate social responsibility (CSR) and provide two examples of companies that have executed good CSR practices within their business framework.

(25 marks)

-THE END-

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