



**CHRISTIAN SERVICE UNIVERSITY COLLEGE
FACULTY OF HUMANITIES**

BACHELOR OF BUSINESS ADMINISTRATION

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

End of Second Semester Examination, 2018/2019 Academic Year

Level 200

CSBG 243: PRINCIPLES OF MANAGEMENT

MAY 2019.

TIME: 2 HOUR 30 MINUTES.

CATEGORY C

GENERAL INSTRUCTIONS: ANSWER ALL QUESTIONS IN SECTION A AND SECTION B ANY OTHER TWO IN SECTION C.

SECTION A

INSTRUCTION: ANSWER ALL QUESTIONS IN THIS SECTION

1. If a bank estimates the capabilities of its training and development department employees prior to implementing a new training program designed to change their method of providing customer service, it is completing what step in the strategic management process?
 - a. doing an external analysis
 - b. identifying the organization's current mission, goals, and strategies
 - c. doing an internal analysis
 - d. formulating strategies
2. In the first step of strategic management, the mission of the firm answers the question-

 - a. What business should we be in?
 - b. What is our reason for being in business?
 - c. Who are our customers?
 - d. Who are our stakeholders?
3. Which of the statements accurately defines work specialization?
 - a. It is the degree to which tasks are grouped together
 - b. Individual employees specialize in doing part of an activity rather than the entire activity.
 - c. Jobs are ranked relative only to their worth or value to the business.
 - d. It clarifies who reports to whom.
4. -----assumes that employees have little ambition, dislike work, and avoid responsibility.
 - a. Theory Y
 - b. Theory X
 - c. Systems theory
 - d. Self-actualization need
5. Planning gives direction, reduces the impact of change, and minimizes waste and redundancy, and _____.
 - a. establishes the workloads for each of the departments
 - b. sets the basis used for promotion of individuals within the organization
 - c. eliminates departments that are not needed within the plan
 - d. sets the standards used in controlling
6. What kind of organizational structure combines **Vertical chain** of command with **Horizontal** reporting requirements?
 - a. Line Authority

- b. Matrix
 - c. Functional
 - d. Quality Circles.
7. The concept that behavior is a function of consequences is known as-----
- a. Reinforcement theory
 - b. Leadership theory
 - c. Group dynamics
 - d. Systems theory
8. In order to be considered a manager, an individual must coordinate the work of others.
- a. TRUE
 - b. FALSE
9. Effectiveness is concerned with the means of getting things done, while efficiency is concerned with the attainment of organizational goals.
- a. TRUE
 - b. FALSE
10. Determining who reports to whom is part of the controlling function of management.
- a. TRUE
 - b. FALSE
11. Henri Fayol's management functions are basically equivalent to Mintzberg's management roles.
- a. TRUE
 - b. FALSE
12. Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next is activated and that once a need is substantially satisfied, the next need becomes dominant.
- a. TRUE
 - b. FAIL
13. According to Herzberg, the factors that led to job satisfaction were separate and distinct from those that led to job dissatisfaction.
- a. TRUE
 - b. FALSE
14. The significant finding of the Hawthorne Studies was that
- a. Illumination at very low levels can affect worker performance.

- b. A manager's behavior can affect worker performance.
 - c. Workers in both control and test groups increased productivity.
 - d. Workers can be affected by their environment.
15. Henry Fayol stated that employees tend to be loyal and have higher moral if they feel they are being treated justly and fairly. Managers who intend to create an organizational culture that nurtures these type of employee feelings should apply Fayol's principle of -----
- a. Centralization
 - b. Equity
 - c. Esprit de Corps
 - d. Remuneration of personnel.
16. What element of motivation is a measure of intensity or drive?
- a. Direction
 - b. Energy
 - c. Persistence
 - d. Achievement
17. The need for such factors as status, recognition, attention, self-respect, autonomy and achievement are examples of which of the following needs according to Maslow's hierarchy of needs?
- a. Physiological
 - b. Social
 - c. Esteem
 - d. Self-actualization
18. Which of the following statements regarding today's managers in today's world is accurate?
- a. Their age range is limited to between 30 and 65 years.
 - b. They are found only in large corporations
 - c. They can be found exclusively in for-profit organizations
 - d. The single most important variable in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors.
19. A (n)-----system takes resources from its environment and converts them into goods and services for customer purchase.
- a. Closed
 - b. Entropy
 - c. Synergy
 - d. Open

20. Which of the following is **not** a reason why the division of labour enhances productivity?
- It increases worker skill and dexterity.
 - It saves time lost in changing tasks.
 - It encourages labor-saving inventions.
 - It requires strict management control over worker time and motion.
21. The drive to find food, drink, sexual satisfaction is based on what level of need?
- Physiological
 - Safety
 - Esteem
 - Self-actualization
22. The importance that an individual places on a potential outcome or reward that can be achieved on the job is known as-----
- Valence or attractiveness of reward
 - Operant learning opportunity
 - Effort performance linkage or expectancy
 - Goal-setting behavior.
23. According to Herzberg, in order to provide employees with job satisfaction, managers should concentrate on-----
- Hygiene factors
 - Issues such as pay
 - Motivator factors (moderate)
 - Extrinsic factors
24. Which of the following types of managers is responsible for making organization-wide decisions and ensuring employee commitment and ownership of the organization?
- First-line managers
 - Top managers
 - Regional managers
 - Production managers
25. Directing and motivating are part of the controlling functions of management.
- TRUE
 - FALSE
26. What is the term used to define the number of subordinates directly controlled by a manager?
- Division of Management

- b. Departmentalization
- c. Sphere of Influence
- d. Span of Management.

27. Why is strategic management important?
- a. It has little impact on organizational performance
 - b. It is involved in many of the decisions that managers make
 - c. Most organizations do not change
 - d. Organizations are composed of similar divisions and functions.
28. The merging of the analysis of internal and external factors influencing the organization's strategy is known as-----
- a. Complete studies
 - b. Organizational behavior and theory
 - c. BCG Matrix
 - d. SWOT analysis
29. The quantitative approach to management has been referred to by which of the following names?
- a. Sales optimization
 - b. Management science
 - c. Management theory
30. The line of authority that extends from the upper level of management to the lowest levels of the organization is -----
- a. Authorized line of responsibility
 - b. Unity of command
 - c. Responsibility factor
 - d. Chain of command
31. Which of the statements accurately defines work specialization?
- a. It is the degree to which tasks are grouped together
 - b. Individual employees specialize in doing part of an activity rather than the entire activity.
 - c. Jobs are ranked relative only to their worth or value to the businesses.
 - d. =It clarifies who reports to whom.
32. -----are the organization's major value-creating skills, capabilities, and resources that determine the organization's competitive weapons.
- a. Strengths
 - b. Core competence
 - c. Opportunities
 - d. Weaknesses

33. -----and-----are outcomes from a study of the external environment.
- a. Threats; and weaknesses
 - b. Strengths; and weaknesses
 - c. Weights; and measures
 - d. Opportunities; and threats
34. In describing the degree to which tasks in an organization are divided into separate jobs, managers use the term-----
- a. Work specialization
 - b. Departmentalization
 - c. Chain of command
 - d. Span of control
35. -----are the organization's major value-creating skills, capabilities, and resources that determine the organization's competitive weapons.
- e. Strengths
 - f. Core competence
 - g. Opportunities
 - h. Weaknesses

SECTION B CASE STUDY 1

READ THE PASSAGE BELOW AND ANSWER ALL QUESTIONS AS FOLLOWS. ALL QUESTIONS CARRY EQUAL MARKS OF ONE.

Bridget Ross has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. Some say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management functions."

- 1) Bridget Ross's ability to complete activities efficiently and effectively with and through other people is known as _____.
- A) management
 - B) leadership
 - C) coercion
 - D) delegation

- 2) Bridget's ability to produce the same amount of product with fewer personnel is a reflection of her _____.
A) effectiveness
B) process skills
C) leadership
D) efficiency
- 3) The fact that Bridget completes her projects is an indication of her _____ as a manager.
A) leadership
B) effectiveness
C) efficiency
D) attention to detail
- 4) If Bridget accomplished her projects on time with high-quality results, but she took more time than other managers in the process, you could say that as a manager she was _____.
A) efficient, but not effective
B) a leader, but not a top manager
C) project oriented, but not effective
D) effective, but not efficient
- 5) The "management functions" exemplified by Bridget include all but which of the following?
A) planning
B) controlling
C) organizing
D) calibrating
- 6). What Do Managers able to produce and on which days certain products will be run, he is performing which of the management functions?
A) controlling
B) leading
C) planning
D) organizing
- 7) When Bridget checks the amount of output that the employees have completed and the number of units that have been rejected, he is performing which of the management functions?
A) controlling
B) leading
C) planning
D) organizing
- 8) When Bridget tells the employees that he is sure they can fulfill the schedule because they are such good and skilled employees, he is performing which of the management functions?
A) controlling
B) leading
C) planning
D) organizing

PASSAGE 2

The General Manager (Scenario)

Michael is the general manager of a production facility. In a routine day, Michael might meet with city officials or civic leaders about environmental issues due to the plants presence in the community. After these meetings, he will then meet with the plants functional managers to discuss the concerns expressed by the city representatives. Other times, Michael might meet with the production manager, Betty, and the human resource manager, Joyce, to discuss a complaint filed by one of the employees in a production department. Michael might also spend time on the Internet looking for new technologies that can be used in the production processes of his plant.

- 1) When Michael gains information from city officials or civic leaders to learn how the plant's operations may be affecting the environment, he is performing which management role?
A) leader
B) resource allocator
C) entrepreneur
D) monitor
- 2) When Michael meets with Betty and Joyce to discuss a complaint filed by one of the employees in a production department, he is performing which management role?
A) resource allocator
B) disturbance handler
C) liaison
D) figurehead
- 3) When Michael meets with the functional managers to share with them the results of the meeting with city officials or civic leaders, he is performing which management role?
A) disseminator
B) liaison
C) disturbance handler
D) negotiator
- 4) When Michael spends time on the Internet looking for new technologies that can be used in the production processes of his plant, he is performing which management role?
A) leader
B) entrepreneur
C) spokesperson
D) disturbance handler
- 5) Michael's search for new technologies that can be used in the production processes of his plant is an example of which type of management role?
A) interpersonal
B) informational
C) decisional

D) controlling

6) Michael's search for new technologies that can be used in the production processes of his plant is an example of which type of management skill?

- A) conceptual
- B) communication
- C) effectiveness
- D) interpersonal

7) What role will Michael be performing when he gives the plant tour to newspaper reporters?

- A) Monitor
- B) Figurehead
- C) Disseminator
- D) Spokesperson

SECTION C

**ANSWER ANY TWO QUESTIONS FROM THIS SECTION. ALL QUESTIONS
CARRY EQUAL MARKS OF 10.**

QUESTION 1

Explain why Effectiveness and Efficiency are important to management.

b). Describe the four functions of management.

QUESTION 2

Explain how Maslow's hierarchy of needs theory could be used to motivate workers of a District Assembly.

QUESTION 3

Explain how the Systems Approach to management would help us to understand management? Illustrate your answer with the Open System Model.

QUESTION 4

Explain how today's manager's use three each of Scientific Management and Bureaucratic Management Principles in the management of organizations.