

**SECTION A****OBJECTIVES (25 marks)****INSTRUCTION:**

This section consists of **TWENTY FIVE (25)** objective questions. Write your answer's in the answer booklet.

1. The first management writer who realizes that the management is a process based on the functional management was \_\_\_\_\_
  - A. Frederick W. Taylor
  - B. Henry Gantt
  - C. Robert Owen
  - D. Henry Fayol
  - E. Hugo Munsterberg
  
2. \_\_\_\_\_ had contributed a research towards work movement that is "time and motion study". The study emphasized reducing workflow to the most basic work movements.
  - A. Frank and Lilian Gilbreth
  - B. Henri Fayol
  - C. Frederick W. Taylor
  - D. Robert Owen
  
3. Who is a Project Manager? He is a person who is \_\_\_\_\_
  - A. Responsible for the overall organizational management or the bigger operational sub-unit.
  - B. Responsible for specialized areas and activities in an organization.
  - C. Responsible for coordinating the activities of individuals from several units in an organization.
  - D. Responsible for coordinating the technical part in every unit in an organization.

EXAMINATION AND EVALUATION DIVISION  
DEPARTMENT OF POLYTECHNIC EDUCATION  
(MINISTRY OF HIGHER EDUCATION)

**COMMERCE DEPARTMENT**

**FINAL EXAMINATION  
JUNE 2012 SESSION**

**P3119: BUSINESS MANAGEMENT**

**DATE : 23 NOVEMBER 2012 (FRIDAY)  
DURATION : 2 HOURS (8.30AM – 10.30AM)**

---

This paper consists of **TEN (10)** pages including the front page.  
SECTION A: Objectives (25 questions – answer all)  
SECTION B: Essay (3 question - answer all)

---

**CONFIDENTIAL**  
**DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED**  
**BY THE CHIEF INVIGILATOR**

8. A manager who has the ability to punish and fine individuals under his control is said to have
- A. Reward Power
  - B. Legitimate Power
  - C. Coercive Power
  - D. Referent Power
9. Which organizational structure is designed to maximize integration among sub-units?
- A. Matrix
  - B. Functional
  - C. Geographic
  - D. Customer
10. Which of the following is not the characteristic of Benevolent Authoritative management style?
- A. Bottom to top communication is present
  - B. Threat and punishment are used in management
  - C. Productivity is medium
  - D. Problem with workers and turnover rate
  - E. Reward and threat are used

4. Which of the following is the most important skill for the top management?
- A. Human skills
  - B. Conceptual skills
  - C. Technical skills
  - D. Behavioral skills
5. The following are human needs as spelled out in Maslow's Hierarchy of Need, **except** \_\_\_\_\_
- A. Psychological needs
  - B. Social needs
  - C. Esteem needs
  - D. Safety needs
6. Planning process comprises of the following steps **except** \_\_\_\_\_
- A. Develop a new set of plans and actions
  - B. Define the current situation
  - C. Reevaluate goals
  - D. Focus on an effort
7. Which of the following statement is **NOT TRUE** regarding the characteristics of tactical planning?
- A. Concentrates on specific individuals, activities and resources
  - B. Established and implemented by middle-line managers
  - C. Sets long term goals and objectives for an organization
  - D. Involves the various functions of management

14. The way the job is arranged, designed and coordinated is important for a manager because it will give impact on the organizations performance. Another way in designing a job to overcome workers unsatisfaction and boredom is \_\_\_\_\_
- Job Interval
  - Job Breath
  - Job Enrichment
  - Job Rotation
15. Standing plans are plans developed for activities that occur repeatedly over a period of time. Standing plans consist of:
- Procedures, rules and program
  - Program, project and policies
  - Project, procedures and rules
  - Policies, procedures and rules
16. In order to increase the performance and job quality of a problematic employee, the employee must undergo a process known as \_\_\_\_\_
- Induction and direction
  - Medical examination
  - Training and development
  - Intelligent test

11. What are the characteristics of management in an organization?

- Management is a continuous process or activity
- Management focuses on the achievement of organizational goals
- Organizational goals are achieved through effective and efficient cooperation of organizational resources
- Management helps to increase the production quality and organizational performance.

- I, II and III
- I, II and IV
- II, III and IV
- None of the above

12. Which of the following is **TRUE** about the communication process?

- Channel is not a tool to be used to deliver or spread the information to the receiver
- Encoding happens when a receiver interprets the information to be send
- The sender is also known as a source
- Feedback is a sender's response towards the sent message

13. What is described by the following: The ability of A to get B to do something that A wants done even when B resists?

- Authority
- Power
- Delegation
- Responsibility

21. There are several factors that can be the barriers to a decision making process. One of the barriers is
- The increase in an individual's performance.
  - The tendency to avoid problems
  - The feeling of panic and uncaring attitude
  - The intention to save cost
22. Non-programmed Decisions are
- Made based on the set of policies, rules and procedures.
  - Used by lower level managers to solve routine problems
  - Used by top line managers to solve complex problems
  - Made using written and unwritten rules as guidelines
23. According to Guth and Tagiuri, the type of problems and opportunities that are identified by managers are influenced by their
- Values and backgrounds
  - Attitude and age
  - Interest and preference
  - Authority and power
24. Which of the following is the step normally practiced in the control process?
- Investigate the problems condition
  - Measure the performance of activities
  - Evaluate and select best alternatives
  - Take corrective action
25. A subordinate should only follow the commands of one leader for a more effective delegation process. This characteristic is known as
- Responsibility
  - Authority
  - The feeling of responsibility
  - Validity of commands

17. During economic recession, most organization will face an employee surplus due to decreased in production. The following steps can be taken by a manager in order to overcome this problem, **except** \_\_\_\_\_
- Terminating unproductive employees
  - Freezing hiring new employees
  - Closing down the factory
  - Encouraging employees to retire early.
18. Control is an important function of management. One characteristics of control is to \_\_\_\_\_
- Discipline aggressive employees to obey rules
  - Produce flexible employees and change the attitude of passive employees
  - Be oriented towards excellent performance.
  - Be sufficient with success
19. First line manager is the lowest level in an organization and they are direct through non-management employees. They do not supervise other managers. An example of a first line manager's job designation is \_\_\_\_\_
- Administration Assistant
  - Head of department
  - Chief Executive Officer
  - Production Supervisor
20. The objective of post-action control is
- To control the product's quality
  - To evaluate the effectiveness of activities carried out in the organization .
  - To carry out maintenance and prevention activities in ensuring the smoothness of organizational operations.
  - To improve future planning

**QUESTION 2**

Communication is an important element in managing people. Communication requires listening and interaction by both leaders and followers, which helps in developing shared understanding. However, disturbances and barriers are unavoidable in the communication process.

- a. Define communication (5 marks)
- b. Explain the disturbances and barriers in the communication process and method to overcome below:-
  - i. Semantic factors (3 marks)
  - ii. Emotional and perceptions (3 marks)
  - iii. Unsuitable communication channel (3 marks)
  - iv. Different status and power (3 marks)
  - v. Lack of communication channel (3 marks)
- c. Explain **FOUR (4)** forms of formal communication using appropriate diagram. (10 marks)

**QUESTION 3**

- a. Explain the definition of hiring (5 marks)
- b. Explain **TWO (2)** advantages and **TWO (2)** disadvantages of the following hiring method
  - i. Internal hiring (10 marks)
  - ii. External hiring (10 marks)

**SECTION B****ESSAY (75 marks)****INSTRUCTION:**

This section consists of **THREE (3)** essay questions. Answer **ALL** questions

**QUESTION 1**

- a. What is planning? (5 marks)
- b. Discuss **FIVE (5)** reasons to why planning is conducted in an organization. (10 marks)
- c. Differentiate between Strategic Planning, Tactical Planning and Operational Planning. (10 marks)