

POLITEKNIK
Jabatan Pengajian Politeknik

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

COMMERCE DEPARTMENT

FINAL EXAMINATION
DECEMBER 2011 SESSION

P3119 : BUSINESS MANAGEMENT

DATE : 25 APRIL 2012 (WEDNESDAY)
DURATION : 2 HOURS (2.30 PM – 4.30 PM)

This paper consists of **TWELVE (12)** pages including the front page.
Section A: Objective (25 questions – answer all
Section B: Structured (4 questions – answer 3 questions)

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THE CHIEF INVIGILATOR

SECTION A

MULTIPLE CHOICE QUESTIONS (25 marks)

Instructions: This section consists of 25 objective questions. Answer all questions on the answer booklet.

1. The manager should take into account the reality of situation before applying a management theory known as the _____ approach.
 - A. contingency
 - B. systems
 - C. behavioral science
 - D. subsystem

2. Frank Gilbreth and Lilian Gilbreth contributed to the task movement through their time and motion study. What is the purpose of this study?
 - A. Analyze every task movement done by the employee
 - B. Identify the duration taken to implement the task
 - C. Identify the best way to implement the task
 - D. To implement the task efficiently without taking a long time to complete

3. Who is known as the '**Father of Scientific Management**' ?
 - A. Robert Owen
 - B. Henry Mintzberg
 - C. Elton Mayo
 - D. Frederick Taylor

4. Which of the following statements is **NOT TRUE** about managers?
- A. Managers are connectors between employees and the various management levels in an organization.
 - B. Managers generate organizations towards achieving goals.
 - C. Managers assist in the process of planning, organizing, influencing and controlling the organization in order to make a profit.
 - D. Managers coordinates all activities and organizational resources.
5. Standing plans are plans developed for activities that occur repeatedly over a period of time. Standing plans consist of;
- A. Procedures, rules and programs
 - B. Programs, projects and policies
 - C. Projects, procedures and rules
 - D. Policies, procedures and rules
6. What are the characteristics of a functional organization structure.
- A. Departments are divided according to tasks or jobs allocated according to skills/ expertise.
 - B. Departments are divided according to products/ customer.
 - C. Departments are divided according to age and gender.
 - D. Policy are uniform and departments are divided according to tasks, products as well as customer.
7. Barriers in making a successful plan may be caused by the changes in the following;
- A. Economy, culture, supplier and technology
 - B. Economy, culture, social, customers, suppliers and technology
 - C. Economy, politics, culture, social, customers and technology
 - D. Technology, sciences, economy and politics

8. Ms Arisa is an accounting lecturer at Pertama College. Every semester she lectures on an accounting subjects such as Financial Accounting, Audit, Tax and so on. Pertama college practises _____
- A. job rotation
 - B. job enrichment
 - C. job enlargement
 - D. job depth
9. The leadership style of a leader who makes decision and acts on it individually refers to;
- A. Democratic leadership style
 - B. Autocratic leadership style
 - C. Laissez-faire leadership style
 - D. Country club leadership style
10. *“Managers partly trust subordinates, use both rewards and involvement to motivate, foster a higher level of responsibility for meeting goals, and inspire a moderate amount of teamwork and some communication”.*
According to the Likert Management System, this statement refers to:
- A. Exploitative – Authoritative
 - B. Benevolent – Authoritative
 - C. Consultative
 - D. Participative

11. Fiedler's research uncovered three contingency dimensions that define the key situational factors for determining leader effectiveness. The dimensions are as follow, **EXCEPT**;
- A. Leader-member relations
 - B. Task structure
 - C. Position power
 - D. Task oriented
12. Which of the following statement is **NOT TRUE** regarding the relationship between control and planning?
- A. Control is a continuous process while planning encourages the control process
 - B. Managers who do not perform control will not know whether the planned organizational goals were successfully achieved
 - C. Planning without control causes difficulties in achieving organizational goals
 - D. The control process measures the progress of goal achievement and enables managers to detect weaknesses in planning
13. Barriers in the communication process consist of
- A. internal (individuals) and external (environment) factors
 - B. external (environment) and social factors
 - C. technology and external (environment) factors
 - D. social and internal (individuals) factors

14. There are several principles that determine the effectiveness of a control process. Which of the statement below is one of the principles?
- A. Set the standard
 - B. Take corrective action
 - C. Focus on important factors
 - D. Measure the actual performance
15. In an organization, there are several principles that determine the effectiveness of a control process. Which of the following principle is **INCORRECT**.
- A. Flexibility
 - B. Acceptance by employee
 - C. Corporate planning
 - D. Focus on important factors
16. The selection process consists of
- i Screening the application form
 - ii Managing and testing
 - iii Conducting the interview
 - iv Offering the job
- A. i, and ii
 - B. ii and iii
 - C. i, ii and iii
 - D. i, iii and iv

17. Which is **NOT** an advantage of internal recruitment?
- A. The selected employees are familiar with the organization's policies, procedures and norms
 - B. Saves cost, time and energy in terms of training
 - C. The selected employees will have a bigger opportunity to develop their career
 - D. Creates jealousy and envy among employees who are not selected
18. _____, refers to a list of skill, abilities knowledge and work experiences required to perform a job.
- A. Job description
 - B. Job scope
 - C. Job specification
 - D. Job rotation
19. Training refers to activities conducted by organizations to improve the current work performance of employees, thus enabling them to continue working with the organization. Employee training can be categorized into three skills as follows, **EXCEPT**;
- A. Financial management skills
 - B. Technical skills
 - C. Interpersonal skills
 - D. Communication skills

20. Which of the following are objectives of conducting performance evaluation:
- i. Identify whether the employees have performed their job well
 - ii. Reward employees who have successfully achieved established performance standard
 - iii. Give punishment to the employees who have failed to achieve
 - iv. Encourage employees to work more harder
- A. i, and ii
B. i, ii and iii
C. ii, iii and iv
D. i, ii and iv
21. From the list below, choose the steps involved in decision making process.
- i. Form the alternatives
 - ii. Identify the problem
 - iii. Implement the decision
 - iv. Perform evaluation
 - v. Select the best alternative
- A. i, ii, iii, iv & v
B. ii, i, v, iii & iv
C. iii, i, ii, iv & v
D. ii, i, iii, iv & v

22. Managers can improve decision making techniques using the following **EXCEPT**;
- A. Obtain relevant information
 - B. Determine the priority of problems
 - C. Anticipate mistakes that might occur
 - D. Act in an organized and careful manner
23. Decision making is very important in problem solving. Decision making via brainstorming explains that;
- A. Each member of the group has an equal involvement.
 - B. A decision-making process needs questionnaire.
 - C. The best idea selected is set by the group leader.
 - D. This technique promote member to give any amount of ideas and only the best alternative will be picked.
24. Which of the following can improve group decision making?
- i. brainstorming
 - ii. nominal group technique
 - iii. electronic meeting
 - iv. delphi technique
- A. i, ii, iii and iv
 - B. i, ii, and iv
 - C. ii, iii and iv
 - D. i, ii and iii

25. The following are three different decision making conditions **EXCEPT**;
- A. conditions under certainty
 - B. condition under uncertainty
 - C. risky conditions
 - D. non-programmed conditions

SECTION B**STRUCTURED/ESSAY QUESTIONS (75 marks)**

Instruction: This section consists of FOUR (4) structure questions. Answer 3 questions only.

QUESTION 1

Managers are the most valuable basic human resources in most businesses. Organizations generally take several years to form a strong management team.

- (a) Define manager. (2 marks)
- (b) Explain briefly **TWO (2)** roles of a manager in an organization.. (8 marks)
- (c) Organizations can generally be divided into three main management levels. Explain each level with suitable examples.

(15 marks)

QUESTION 2

Motivation accounts for an individual's willingness to exert high levels of effort to reach organizational goals, conditioned by the ability to satisfy some individual needs. The best known theory of motivation is probably Maslow's hierarchy of needs theory.

- (a) Describe the **FIVE (5)** levels in Maslow's hierarchy of needs theory. (10 marks)
- (b) Draw a model of a complex communication process that involve **SEVEN (7)** important components. Briefly describe each of the components. (15 marks)

QUESTION 3

You are a manager in Wakaka Private Limited. Several officers have expressed their interest in developing a specific control system for your employees to minimize mistakes in performing their work.

- (a) Define control. (3 marks)
- (b) Describe **FOUR (4)** control processes that should be taken by your officers. Briefly describe each of the components. (12 marks)
- (c) State **FOUR (4)** reasons why managerial control is important in Wakaka Private Limited. (10 marks)

QUESTION 4

Selection is a process of choosing suitable candidates, within or outside the organization. The most suitable candidate is selected for the current position or for future positions.

- (a) Explain the **FIVE (5)** steps of selection process. (15 marks)
- (b) Give **TWO (2)** advantages and **TWO (2)** disadvantages of internal hiring in an organization. (4 marks)
- (c) There are two methods in hiring; internal and external hiring. List **SIX (6)** methods in external hiring. (6 marks)