

**SECTION A: 25 MARKS**  
**BAHAGIAN A: 25 MARKAH**

**INSTRUCTION:**

This section consists of **TWENTY FIVE (25)** objective questions. Mark your answers in the OMR form provided.

**ARAHAN:**

*Bahagian ini mengandungi DUA PULUH LIMA (25) soalan objektif. Tandakan jawapan anda di dalam borang OMR yang disediakan.*

CLO1  
C1

1. Which of the following individuals is **NOT** an early pioneer of the Classical Approach?

*Antara tokoh berikut, yang manakah **BUKAN** pelopor awal Pendekatan Klasik?*

- A. Robert Owen
- B. Charles Babbage
- C. Elton Mayo
- D. Henry R. Towne

CLO1  
C1

2. According to Henri Fayol, every organization has to be managed according to five management functions **EXCEPT**:

*Menurut Henri Fayol, setiap organisasi perlu diurus berdasarkan lima fungsi pengurusan berikut **KECUALI**:*

- A. Planning  
*Perancangan*
- B. Authority  
*Penguasaan*
- C. Controlling  
*Pengawalan*
- D. Commanding  
*Pengarahan*

SULIT

**POLITEKNIK**  
 Jabatan Pengajian Politeknik

BAHAGIAN PEPERIKSAAN DAN PENILAIAN  
 JABATAN PENGAJIAN POLITEKNIK  
 KEMENTERIAN PENGAJIAN TINGGI

JABATAN PERDAGANGAN

PEPERIKSAAN AKHIR

SESI DISEMBER 2012

**PB301: BUSINESS MANAGEMENT**

**TARIKH : 23 APRIL 2013**

**TEMPOH : 2 JAM ( 11.15 A.M – 1.15 P.M )**

Kertas ini mengandungi **ENAM BELAS (16)** halaman bercetak.

Bahagian A: Objektif (25 soalan)

Bahagian B: Esei (3 soalan)

Dokumen sokongan yang disertakan : Tiada

**JANGAN BUKA KERTAS SOALAN INI SEHINGGA DIARAHKAN**

(CLO yang tertera hanya sebagai rujukan)

SULIT

CLO2  
C3

5. The following are types of planning, **EXCEPT**:  
*Berikut adalah jenis perancangan, **KECUALI**:*

- A. Long- term planning  
*Perancangan jangka panjang*
- B. Strategic planning  
*Perancangan strategic*
- C. Tactical planning  
*Perancangan taktikal*
- D. Short-term planning  
*Perancangan jangka pendek*

CLO2  
C3

6. The process of creativity in an organization involves the following steps, which are \_\_\_\_\_

*Proses kreativiti dalam organisasi melibatkan langkah yang berikut \_\_\_\_\_*

- I. generating ideas and opinions.  
*menjana idea dan pendapat.*
- II. expanding ideas and opinions.  
*mengembangkan idea dan pendapat.*
- III. implementing ideas and opinions.  
*melaksanakan idea dan pendapat.*
- IV. selecting ideas and opinions.  
*Memilih idea dan pendapat.*
- A. I and II  
*I dan II*
- B. I, II and III  
*I, II dan III*
- C. I, II and IV  
*I, II dan IV*
- D. I, II, III and IV  
*I, II, III dan IV*

CLO1  
C1

3. Which of the followings are the characteristics of a bureaucratic structure?

*Antara berikut yang manakah ciri-ciri birokrasi?*

- I. Specialization of labour workforce  
*Pengkhususan tenaga buruh*
- II. Career development based on merits  
*Pembangunan kerjaya berdasarkan merit*
- III. Usage of rules and procedures  
*Penggunaan peraturan dan tatacara*
- IV. Clear management hierarchy  
*Hierarki pengurusan yang jelas*
- A. I, II  
*I, II*
- B. I, II and III  
*I, II dan III*
- C. I, II and IV  
*I, II dan IV*
- D. I, II, III and IV  
*I, II, III dan IV*

CLO2  
C3

4. Planning is the first process in management .The planning process enables other management functions such as \_\_\_\_\_

*Perancangan adalah proses pertama dalam pengurusan. Proses perancangan membolehkan fungsi-fungsi pengurusan yang lain seperti \_\_\_\_\_*

- A. controlling, leading, and decision-making.  
*mengawal, memimpin, dan membuat keputusan.*
- B. organizing, controlling, leading, and decision-making.  
*menyusun, mengawal, memimpin, dan membuat keputusan.*
- C. leading, decision-making, organizing and controlling.  
*memimpin, membuat keputusan, menyusun dan mengawal.*
- D. organizing, controlling, decision-making and leading.  
*menyusun, mengawal, membuat keputusan dan memimpin.*

CLO1  
C1

10. Identify one of the three main factors that must be considered in matching the leadership style.

*Kenal pasti satu daripada tiga faktor utama yang mesti di ambilkira dalam memadankan gaya kepimpinan.*

- A. Leader-supervisor relations  
*Hubungan pemimpin-penyelia*
- B. Supervisor-manager relations  
*Hubungan penyelia-pengurus*
- C. Leader-member relations  
*Hubungan pemimpin-ahli*
- D. Subordinate-manager relation  
*Hubungan subordinat-pengurus*

CLO1  
C1

11. Who introduced humanity and production concepts in the leadership style?

*Siapakah yang memperkenalkan konsep kemanusiaan dan keeluaran dalam gaya kepimpinan?*

- A. Hersey and Blanchard  
*Hersey dan Blanchard*
- B. Robert Blake and Jane Mouton  
*Robert Blake dan Jane Mouton*
- C. Rensis Likert and Henry Fayol  
*Rensis Likert dan Henry Fayol*
- D. Fred Fiedler and Charles Babbage  
*Fred Fiedler dan Charles Babbage*

CLO1  
C1

7. The way of each activity in an organization is performed, is refers to \_\_\_\_\_.

*Cara setiap aktiviti dalam sesebuah organisasi yang dilakukan, adalah merujuk kepada \_\_\_\_\_.*

- A. Planning  
*Perancangan*
- B. Organizing  
*Pengorganisasian*
- C. Organizational structure  
*Struktur organisasi*
- D. Leading  
*Mengetuai*

CLO1  
C1

8. Who is the leader in an organization chart?

*Siapakah ketua dalam carta organisasi?*

- A. Employees  
*Pekerja*
- B. Production manager  
*Pengurus pengeluaran*
- C. General manager  
*Pengurus besar*
- D. Marketing manager  
*Pengurus pemasaran*

CLO1  
C1

9. Which of the following is the advantage of an organization chart?

*Antara berikut yang manakah kelebihan carta organisasi?*

- A. Requires minimum organizational relations skills  
*Memerlukan kemahiran hubungan organisasi yang minimum*
- B. Employers become skilled and efficient  
*Pekerja menjadi lebih mahir dan cekap.*
- C. Training cost saving and other expenses  
*Menjimatkan kos latihan dan perbelanjaan.*
- D. Employees are unable to show their new talents and expertise  
*Pekerja tidak dapat menunjukkan bakat yang baru.*

CLO2  
C3

14. The final step in the control process is \_\_\_\_\_

*Langkah terakhir dalam proses pengawalan ialah \_\_\_\_\_*

- A. Set the standards  
*Menentukan standard*
- B. Take corrective action  
*Membetulan kesilapan*
- C. Comparing actual performance with the standards  
*Membandingkan prestasi dengan standard*
- D. Control performance  
*Kawalan prestasi*

CLO2  
C3

15. In controlling process, a manager \_\_\_\_\_

*Dalam proses pengawalan, seorang pengurus \_\_\_\_\_*

- A. Compare to outcome with income  
*Bandingkan hasil dengan pendapatan*
- B. Compare the actual performance against standards  
*Bandingkan prestasi sebenar dengan standard*
- C. Compare the benefits with the cost.  
*Bandingkan faedah dengan kos*
- D. Control the company competitors  
*Mengawal pesaing syarikat*

CLO2  
C3

16. Which of the following is not one of the traditional non-financial control techniques?

*Antara berikut yang manakah bukan salah satu teknik kawalan bukan kewangan tradisional?*

- A. Critical Path Method (CPM)  
*Kaedah laluan kritikal*
- B. Statistical Data  
*Data statistic*
- C. Internal operational audit  
*Operasi Audit dalaman*
- D. Special report analysis  
*Laporan Analisis Khas*

CLO1  
C1

12. Leadership Theory has three approaches, which are \_\_\_\_\_

*Teori kepimpinan mempunyai tiga pendekatan, iaitu \_\_\_\_\_*

- I. Trait  
*Sifat*
  - II. Contingency  
*Kontigensi*
  - III. Situational  
*Keadaan*
  - IV. Behavioural  
*Gelagat*
- A. I and II  
*I dan II*
  - B. I, II and III  
*I, II dan III*
  - C. I, II and IV  
*I, II dan IV*
  - D. I, II, III and IV  
*I, II, III dan IV*

CLO1  
C113. The following individuals are famous people in the Content Approach, **EXCEPT**:*Berikut adalah individu yang terkenal dalam Pendekatan Kandungan, **KECUALI**:*

- A. Herzberg
- B. Maslow
- C. Fayol
- D. McClelland

CLO2  
C3

19. In selection process, one of the tools that can be used to determine qualified applicant is by using paper-and-pencil tests. This following test is given to measure job applicants' performance on actual job task. The test is known as \_\_\_\_\_.

*Salah satu kaedah yang digunakan untuk menentukan calon pekerja yang layak di dalam proses pemilihan adalah ujian pensil-dan-kertas. Kaedah yang dinyatakan berikut adalah untuk mengukur prestasi calon berkaitan dengan tugas yang dipohon. Ujian ini dikenali sebagai \_\_\_\_\_.*

- A. Physical ability test  
*Ujian keupayaan fizikal*
- B. Psychology test  
*Ujian fisiologi*
- C. IQ test  
*Ujian IQ*
- D. Performance test  
*Ujian prestasi*

20. The purpose of personnel training is to \_\_\_\_\_.

*Tujuan latihan diberikan kepada pekerja bertujuan untuk \_\_\_\_\_.*

- A. Provide knowledge and skills needed to perform jobs effectively.  
*Memberikan pengetahuan dan kemahiran yang diperlukan untuk melaksanakan kerja dengan efektif.*
- B. Help managers determine which employee required for training and development.  
*Membantu pengurus menentukan pekerja yang memerlukan latihan dan pembangunan.*
- C. Attract and retain employee to work effectively and contributes towards the accomplishment of organizational goals.  
*Menarik perhatian dan mengekalkan pekerja untuk bekerja dengan efektif dan menyumbang terhadap pencapaian objektif organisasi.*
- D. Identify the qualified individuals who are applying for vacant position in the organization.  
*Mengenalpasti individu yang berkelayakan bagi mengisi kekosongan jawatan di dalam organisasi.*

CLO1  
C1CLO2  
C3

17. Which of the following factors are related to the importance of organizational control?

*Yang manakah antara faktor-faktor berikut yang berkaitan dengan kepentingan kawalan dalam organisasi?*

- I Organization always change due to changes in the external environment  
*Organisasi sentiasa berubah disebabkan oleh perubahan persekitaran*
  - II Managers cannot assume that all employees will not make mistakes  
*Pengurus tidak boleh menganggap yang semua pekerja tidak akan membuat kesalahan*
  - III. Managers can fix mistakes that might be made by employees.  
*Pengurus boleh membaiki kesalahan yang dilakukan pekerja.*
  - IV. Managers must monitor the tasks performed by each employee.  
*Pengurus perlu memantau tugas-tugas yang dilakukan setiap pekerja.*
- A. I, II and III  
*I, II dan III*
  - B. I, II and IV  
*I, II dan IV*
  - C. I, II, III and IV  
*I, II, III dan IV*
  - D. None of the above.  
*Bukan semua di atas*

CLO1  
C1

18. \_\_\_\_\_ is a process that managers use to determine the job applicants relative qualifications and their potential for performing well in a particular job.

*\_\_\_\_\_ adalah satu proses di mana pengurus menentukan kelayakan calon pekerja dan potensi mereka dalam melaksanakan sesuatu pekerjaan.*

- A. Recruitment  
*Pengambilan*
- B. Selection  
*Pemilihan*
- C. Human resource planning  
*Perancangan sumber manusia*
- D. Job analysis  
*Analisa pekerjaan*

CLO2  
C3

23. Implementation of a decision included \_\_\_\_\_

*Pelaksanaan keputusan termasuk \_\_\_\_\_*

- A. giving instructions to employees and allocating resources.  
*beri arahan kepada pekerja dan pengagihan sumber.*
- B. identify the criteria to make decisions.  
*mengenal pasti kriteria untuk membuat keputusan.*
- C. identify an objective decision.  
*mengenal pasti objektif keputusan.*
- D. select the best alternative.  
*memilih alternatif yang baik.*

Process of generating information encourages the collection of alternatives without criticism.

*Proses menjana maklumat yang menggalakkan pengumpulan alternatif tanpa mengkritik.*

CLO2  
C3

24. The statement above refers to \_\_\_\_\_

*Pernyataan di atas menunjukkan \_\_\_\_\_.*

- A. nominal group technique  
*teknik kumpulan nominal*
- B. delphi technique  
*teknik delphi*
- C. brainstorming  
*percambahan idea*
- D. electronic meeting  
*mesyuarat elektronik*

CLO1  
C1

21. \_\_\_\_\_ is one of the methods that normally used by manager to recruit employee within the organization.

*\_\_\_\_\_ merupakan satu kaedah pengambilan secara dalaman yang biasa digunakan oleh pengurus.*

- A. Professional bodies  
*Badan professional*
- B. Advertising  
*Pengiklanan*
- C. Job agencies  
*Agensi Pekerjaan*
- D. Internal email  
*Email dalaman*

CLO2  
C3

22. Which of the following show the correct steps in decision making process?

*Manakah antara yang berikut merupakan langkah yang betul dalam proses pembuatan keputusan?*

- I. Identify the problem  
*Mengenal pasti masalah*
  - II. Select the best alternatives  
*Memilih alternatif*
  - III. Form alternatives  
*Membentuk alternative*
  - IV. Implement and perform evaluation  
*Melaksanakan keputusan, mengambil tindakan susulan dan mer. at penilaian*
  - V. Analyze the alternatives  
*Menilai alternatif*
- A. I, II, III, IV, and V  
*I, II, III, IV, dan V*
  - B. I, III, V, II, and IV  
*I, III, V, II, dan IV*
  - C. II, III, IV, I, and V  
*II, III, IV, I, dan V*
  - D. II, III, IV, I, and V  
*II, III, IV, I, dan V*

**SECTION B: 75 MARKS****BAHAGIAN B: 75 MARKAH****INSTRUCTION:**

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

**ARAHAN:**

Bahagian ini mengandungi **TIGA (3)** soalan esei. Jawab **SEMUA** soalan.

**QUESTION 1****SOALAN 1**

Managers are individuals who are hired to influence, lead and train employees in an organization.

*Pengurus merupakan individu yang dilantik untuk mempengaruhi, mengetuai dan melatih pekerja di dalam organisasi.*

- (a) Briefly explain **FIVE (5)** management functions according to Henri Fayol.

*Terangkan secara ringkas **LIMA (5)** fungsi pengurusan menurut Henri Fayol.*

[10 marks]

[10 markah]

- (b) Successful managers can be determined from several qualities demonstrated by them while performing managerial duties. Explain **FIVE (5)** characteristics of successful managers in achieving organizational goal with an appropriate example.

*Pengurus yang berjaya boleh ditentukan semasa melaksanakan tugas pengurusan.*

*Terangkan **LIMA (5)** dan kaitkan ciri-ciri pengurus yang berjaya dalam mencapai matlamat organisasi beserta dengan contoh yang bersesuaian.*

[15 marks]

[15 markah]

CLO1  
C1

CLO1  
C1

CLO2  
C3

25. What are the factors that need to be considered in evaluating decisions making alternatives?

*Apakah faktor-faktor yang dipertimbangkan dalam proses membuat penilaian terhadap alternatif?*

- A. Social factor  
*Faktor social*
- B. Physiology factor  
*Faktor fisiologi*
- C. Authority factor  
*Faktor authority*
- D. Behavioral factor  
*Faktor gelagat*

**QUESTION 3**  
**SOALAN 3**

CLO2  
C2

- (a) Explain the relationship between controlling and planning.  
*Terangkan hubungan di antara pengawalan dan perancangan*

[3marks]  
[3 markah]

CLO2  
C2

- (b) Describe the following types of control:  
*Huraikan jenis-jenis kawalan berikut:*

- i. Feedforward control  
*Kawalan Awalan/ kawalan sebelum*
- ii. Concurrent Control  
*Kawalan semasa/ Kawalan berpandu*

[6marks]  
[6 markah]

CLO2  
C2

- (c) Explain **FOUR (4)** steps of control process.  
*Terangkan EMPAT (4) langkah proses pengawalan*

[16 marks]  
[16 markah]

**SOALAN TAMAT**

**QUESTION 2**  
**SOALAN 2**

CLO1  
C1

- (a) Briefly explain **THREE (3)** importance of organizing.  
*Terangkan secara ringkas TIGA (3) kepentingan pengorganisasian.*

[6 marks]  
[6 markah]

CLO1  
C1

- (b) Describe **FIVE (5)** steps of organizing process.  
*Huraikan LIMA (5) langkah proses pengorganisasian.*

[10 marks]  
[10markah]

CLO1  
C1

- (c) Explain **THREE (3)** problems faced by managers who perform delegation.  
*Terangkan THREE (3) masalah deligasi yang dihadapi oleh pengurus.*

[9 marks]  
[9 markah]