

SECTION A

QUESTIONS (25 marks)

INSTRUCTION:

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

1. Which of the following functions of management are **TRUE**? [CLO1:C1]
- i. Management involve process of forming organizational goals and objectives based on logical plan
 - ii. It involves effort to coordinate activities conducted by two or more individuals in an organization
 - iii. Process of training employees on how to perform their duties in the organization
 - iv. Management will involve process of viewing and punishing their employees as to remind them
- A. i and ii only
 B. i, ii and iii only
 C. ii, iii and iv only
 D. all the above
2. Which statement is best described about Contingency/Current Theory? [CLO1:C1]
- A. Good human relations enable managers to motivate employees to work harder and better
 - B. Bureaucratic structure is the most efficient organizational structure because all organizational goals and activities are carefully and rationally viewed
 - C. Every action taken by a manager must suit the situation
 - D. Emphasizes the setting of guidelines and methods to manage a complex organization such as manufacturing company

POLITEKNIK
 Jabatan Pengajian Politeknik

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

COMMERCE DEPARTMENT

FINAL EXAMINATION
 JUNE 2012 SESSION

PB301: BUSINESS MANAGEMENT

DATE : 19 NOVEMBER 2012 (MONDAY)
DURATION : 2 HOURS (11.15 AM - 1.15 PM)

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

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BY THE CHIEF INVIGILATOR

(The CLO stated is for reference only)

6. Proper planning ensures that activities do not deviate from the original goals set by top management. What is the correct sequence in the basic planning process? [CLO2:C3]
- i. Setting goals
 - ii. Re-evaluating goals
 - iii. Defining the current situation
 - iv. Developing a new set of plans and actions
 - v. Identifying assistance and resistance
- A. i, ii, iii, iv and v
 - B. i, iii, iv, v and ii
 - C. i, iv, v, ii and iii
 - D. i, iii, v, iv and ii
7. The purpose of corporate planning is to provide _____ to managers on how to allocate organizational resources. [CLO 2: C2]
- A. Organizing and planning
 - B. Hiring and staffing
 - C. Planning and controlling
 - D. Directions and guidance
8. The following are types of planning, **EXCEPT** _____ [CLO 2:C2]
- A. Tactical planning
 - B. Strategic planning
 - C. Long-term planning
 - D. Method planning

3. Which of the following statements is **NOT TRUE** regarding the functions of managers? [CLO1:C1]
- A. Managers are the connector between employees and the various management levels in an organization
 - B. Managers are the generator that moves the organization towards achieving its goals
 - C. Managers coordinate all the subordinates' activities and organizational resources efficiently and effectively to obtain high quality results.
 - D. Managers assist in the process of planning, organizing, influencing and controlling the organization in order to make a profit.
4. Which of the following individuals is not an early pioneer of the Classical Approach? [CLO 1: C1]
- A. Robert Owen
 - B. Charles Babbage
 - C. Elton Mayo
 - D. Henry R. Towne
5. Planning is important because it helps _____ [CLO 2: C1]
- A. to increase employee performance in an organization.
 - B. managers increase the effectiveness of organizational operations.
 - C. to predict the organization's future accurately.
 - D. to provide information about the organization's strategies.

12. Authoritarian management leadership style or dictatorship is located in management grid of _____ [CLO1:C1]
- A. 5,5
B. 9,1
C. 1,9
D. 9,9
13. The following are individual communications barriers **EXCEPT**: [CLO1:C1]
- A. Semantic factors
B. Emotion and perception
C. Lack of communication channels
D. Unsuitable communication channels
14. Which of the following statements is **NOT TRUE** regarding the relationship between controlling and planning? [CLO2:C2]
- 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.

9. Operational planning is divided into two types, which are [CLO 2: C2]
- A. Budget and project
B. Project and rule
C. Policy and programme
D. Single –use plan and standing plan
10. *“As a Human Resources Manager, Mr. Akmal requests all managers to provide lists of workers needed for their respective departments.”*
- Communication between Mr. Akmal with other managers is a _____ communication. [CLO1:C1]
- A. Horizontal
B. Cross
C. Top to bottom
D. Bottom to top
11. Leadership Theory has three approaches, which are [CLO1:C1]
- i. Trait
ii. Behavioural
iii. Contingency / Situational
iv. System
- A. i, ii and iv
B. ii, iii and iv
C. i, iii and iv
D. i, ii and iii

19. A manager can retain his staff through the following ways: [CLO1:C1]
- Share ownership
 - Profit sharing
 - Bonus planning
 - Practice a good management pattern
- i, ii, iii
 - i, ii iv
 - ii, iii, iv
 - i, ii, iii iv
20. _____ is usually conducted on employee who will be promoted based on his/her performance. [CLO1:C1]
- External hiring
 - Internal hiring
 - Through third party
 - Advertisement
21. Which of the following is **NOT TRUE** about Off-the-job training? [CLO2:C3]
- Training involves programs to train employees from the aspect of technical skills
 - Training method includes courses, seminars, workshop and symposiums.
 - Training is suitable for delivering specific information and problem-solving skills.
 - Training is conducted to familiarize employees with the workplace.

15. 'Difficulty in understanding controlling system may cause mistake'. Which statement refers to the above effective controlling system criteria? [CLO 2:C3]
- Accurate information
 - Comprehensive objective
 - Easily operated
 - Flexible
16. There are several principles that determine the effectiveness of a control process. Which of the statements below is the principle of control? [CLO2:C3]
- Set the standard
 - Take corrective action
 - Focus on important factors
 - Measure the actual performance
17. Which of the following is **NOT** a characteristic of effective control systems? [CLO2:C1]
- Flexibility
 - Timeliness
 - High standard
 - Acceptable
18. Which of the following is **NOT** a source of information that managers can use to measure actual performance? [CLO2:C2]
- Written reports
 - Statistical reports
 - Personal observation
 - Off the job behavior

24. *Managers evaluate their subordinates based on current actions and events that are happening as a result of the action from their subordinates.*

The above statement refers to which type of error? [CLO2:C2]

- A. Halo effect
 - B. Recency effect
 - C. Central tendency
 - D. Stereotype
25. There are several methods to conduct external hiring **EXCEPT**: [CLO2:C3]
- i. Advertisement
 - ii. Internship
 - iii. Promotion
 - iv. Transfer
- A. i and ii
 - B. i and iii
 - C. ii and iv
 - D. iii and iv

22. *En. Fakrul will retire from his company in a month.*

Which of the following steps should be taken by the employer before his retirement: [CLO2:C3]

- i. Grant leave before retirement
 - ii. Reduce responsibilities
 - iii. Ensure all benefits, gratuity and retirement fund are paid appropriately
 - iv. Throw a big party at a five star hotel as a token of appreciation
- A. i and iv
 - B. i, ii and iv
 - C. i, ii and iii
 - D. i, ii, iii and iv
23. Which of the following statement is **NOT** true? [CLO2:C3]
- A. Human resource is the most important resource in an organization
 - B. The organization will still able to survive without competent employees
 - C. The importance of staffing in terms of quantity and quality depends on organizational goals
 - D. Organization focusing on having quality staff should emphasize on their staff's experience, knowledge and motivation

QUESTION 2

- (a) Describe **TWO (2)** differentiate between job description and job specification
[CLO2:C2]
(4 marks)
- (b) Describe **FOUR (4)** types of tests that are usually conducted by an organization in the selection process.
[CLO2:C2]
(16 marks)
- (c) State **FIVE (5)** methods to conduct external hiring
[CLO2:C1]
(5 marks)

QUESTION 3

- (a) What is the definition of staffing?
[CLO2:C1]
(3 marks)
- (b) Draw the diagram of staff hiring process.
[CLO2:C1]
(8 marks)
- (c) Describe the process of staffing in an organization
[CLO2:C2]
(14 marks)

SECTION B

ESSAY (75 marks)

INSTRUCTION:

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

QUESTION 1

Leaders are required to have several leadership skills. The Managerial Grid Theory is an effective management styles in the behavioral approach. You are required to:

- (a) Draw the Blake and Mouton Managerial Grid
[CLO1:C1]
(5 marks)
- (b) Describe **FOUR (4)** of the leadership styles on Managerial Grid Theory.
[CLO1: C2]
(16 marks)
- (c) List **FOUR (4)** importance of motivation
[CLO1:C1]
(4 marks)