



## FINAL EXAMINATION

**COURSE : FUNDAMENTALS OF MANAGEMENT**

**COURSE CODE : PMG1123**

**DURATION : 2 HOURS**

### INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **THREE (3)** parts :
  - : PART A (20 questions)
  - : PART B (20 questions)
  - : PART C (02 questions)
2. Answer ALL questions from PART A, PART B and PART C.
  - i. Answer PART A in the Objective Answer Sheet.
  - ii. Answer PART B in the True False Answer Sheet.
  - iii. Answer PART C in the Answer Booklet Provided
3. Please check to make sure that this examination pack consists of:
  - i. The Question Paper
  - ii. An Answer Booklet
  - iii. An Objective Answer Sheet
  - iv. The True False Answer Sheet
4. Do not bring any material into the examination hall unless permission is given by the invigilator.
5. Please write your answer using a ball-point pen.

**MYKAD NO :** \_\_\_\_\_  
**ID. NO. :** \_\_\_\_\_  
**LECTURER :** \_\_\_\_\_  
**SECTION :** \_\_\_\_\_

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**DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO**

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*The question paper consists of 08 printed pages*

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**PART A: MULTIPLE CHOICE***Choose the BEST ANSWER.*

1. **(1 point)**  
Which one of the following is **NOT** the characteristic of simple structure?  
  
A. High formalization.  
B. Centralize authority.  
C. Wide span of control.  
D. Low departmentalization.
  
2. **(1 point)**  
Width of spans is affected by all of the followings **EXCEPT** \_\_\_\_\_.  
  
A. similarity of tasks  
B. complexity of tasks  
C. standardization of tasks  
D. supplier's characteristics.
  
3. **(1 point)**  
What is the factor that relates to the centralization in the organizations?  
  
A. Decision making is delegated to the employees.  
B. Decision making is concentrate at upper levels management.  
C. Decision making is pushed down to the workers.  
D. Lower level employees provide input to the top management.
  
4. **(1 point)**  
Which one of the following statements is related to matrix and project structures?  
  
A. Entire organization is made up of work teams.  
B. Assign specialists from different functional departments.  
C. Teams are responsible for all work activities and performances.  
D. Break down barriers between the company and its customers and suppliers.
  
5. **(1 point)**  
The degree to which tasks in the organization are divided into separate jobs is known as \_\_\_\_\_.  
  
A. formalization  
B. centralization  
C. span of control  
D. work specialization

6. **(1 point)**  
What is the definition of leadership?
- A. The ability to influence a group in goal achievement.
  - B. The ability to avoid a group in goal achievement.
  - C. Unable to influence a group in goal achievement.
  - D. Unable to lead a group to achieve its goals.
7. **(1 point)**  
What are the three key elements of motivation?
- A. Interest, activity and reward.
  - B. Awareness, effort and outcome.
  - C. Energy, direction and persistence.
  - D. Stimulation, progress and achievement.
8. **(1 point)**  
Motivation works best when individual needs are \_\_\_\_\_ with organizational goals.
- A. diverse
  - B. contrary
  - C. different
  - D. compatible
9. **(1 point)**  
Which one of the following theories was proposed by Douglas McGregor?
- A. ERG theory.
  - B. Theory X and Y.
  - C. Two factor theory.
  - D. Hierarchy of needs theory.
10. **(1 point)**  
Which one of the below differentiates leaders from non-leaders by focusing on personal qualities and characteristics?
- A. Trait theory.
  - B. Contingency theory.
  - C. Characteristic theory.
  - D. Fiedler's perspective.
11. **(1 point)**  
\_\_\_\_\_ is the manipulation of information to make it appear more favorable to the receiver.
- A. Filtering
  - B. Information overload
  - C. Empowerment skill
  - D. Selective perception

12. **(1 point)**  
Which one of the following is **NOT** the barrier to effective interpersonal communication?
- A. Information overload.
  - B. Jargon.
  - C. Culture.
  - D. Language.
13. **(1 point)**  
The process of converting the sender's ideas into a message is called \_\_\_\_\_?
- A. noise
  - B. encoding
  - C. decoding
  - D. feedback
14. **(1 point)**  
\_\_\_\_\_ happens when communication is not defined by the organization's structural hierarchy.
- A. Formal communication
  - B. Informal communication
  - C. Organization communication
  - D. Interpersonal communication
15. **(1 point)**  
Communication that is transmitted without words refers to \_\_\_\_\_.
- A. formal communication
  - B. non-verbal communication
  - C. organization communication
  - D. interpersonal communication
16. **(1 point)**  
In which step of the controlling process involves comparing actual performance against the set standards?
- A. 1st step
  - B. 2nd step
  - C. 3rd step
  - D. 4th step

**17. (1 point)**

In the control process, activities involving sample verification, performance reports, and personal observation are referred to as \_\_\_\_\_.

- A. variation determined
- B. taking managerial action
- C. comparing actual performance
- D. measuring actual performance

**18. (1 point)**

\_\_\_\_\_ control can be used by management to prevent problems before the actual activity.

- A. Retrieved
- B. Feedback
- C. Concurrent
- D. Feed-forward

**19. (1 point)**

Satisfaction, turnover and employee absenteeism are control \_\_\_\_\_ in the process of controlling.

- A. cost
- B. criteria
- C. sources
- D. procedure

**20. (1 point)**

The last step in the controlling process is \_\_\_\_\_.

- A. taking managerial action
- B. performance report control
- C. measuring actual performance
- D. comparing actual performance

**PART B: TRUE / FALSE**

*State whether the statement is True or False.*

1. **(1 point)**  
The span of control is influenced by the skills and abilities of managers.
2. **(1 point)**  
In highly formalized organizations, there are numerous organizational rules and clearly defined procedures covering work processes.
3. **(1 point)**  
A virtual organization uses its own employees to do some work activities and uses networks of outside suppliers to provide other needed product components.
4. **(1 point)**  
Product departmentalization involves organizing departments around essential input activities, such as production, sales, and finance.
5. **(1 point).**  
In team structures, the parent corporation typically acts as an external overseer to coordinate and control the various divisions.
6. **(1 point)**  
The assumption that employees do not like work, are lazy, trying to avoid responsibility and must be forced to act is linked to Theory X.
7. **(1 point)**  
Esteem needs can be derived from friendship, intimacy, trust, and acceptance, receiving and giving love and affection.
8. **(1 point)**  
Relationship behaviour and task behaviour are important measurements used in Managerial Grid Theory.
9. **(1 point)**  
In the team management style, the manager focuses equally on achieving the best results and ensuring their team members are happy within their positions.
10. **(1 point)**  
Those who possess coercive power have the authority or capacity to enforce rules, regulations and disciplinary actions.

11. **(1 point)**  
Video conferencing combines audio and video elements, enabling participants to see and hear each other, making it the most suitable communication process.
12. **(1 point)**  
Email is the most effective medium to facilitate real-time communication and collaboration if participants are located in different countries and time zones
13. **(1 point)**  
The participants lean forward, maintain eye contact, and nod in agreement while the other person speaks this situation is associated with body language communication.
14. **(1 point)**  
People can send drafts, share ideas, and provide feedback faster and more efficiently using internet technology associated with email networks.
15. **(1 point)**  
An internal network that uses internet technology and is accessible only to employees is known as an organizational intranet.
16. **(1 point)**  
Feedforward control refers to the process when a technician compares each machine's performance against the desired performance standards.
17. **(1 point)**  
Examples of measurement methods used in the control process are sample checking, personal observations, performance reports and ratio analysis.
18. **(1 point)**  
Concurrent control can be done by monitoring and adjusting project activities to ensure they align with the project plan.
19. **(1 point)**  
Manager project survey inputs, examining the devices, and conducting sales estimation before it become too costly are known as feedback control.
20. **(1 point)**  
The exam is proctored by an invigilator who monitors the students through webcams or remote proctoring software referred to as feedforward control.

**PART C: STRUCTURED**

Answer all questions in the Answer Booklet provided.

**1. (10 points)**

Leadership style plays a vital role in every business, affecting both employee performance and operational efficiency. The Situational Leadership Theory developed by Hersey and Blanchard, which emphasizes followership in leadership effectiveness reflects the reality that followers accept or reject the leader.

- i. Classify **FOUR (4)** stages of follower readiness used in this theory. (4 points)
- ii. Discover any **THREE (3)** leadership styles under this theory. (6 points)

**2. (10 points)**

A multinational company, XYZ Inc., operates in several countries with diverse cultures and languages. The company specializes in technology solutions and has a global workforce spread across its headquarters and various regional offices. The management of XYZ Inc. prides itself on fostering a diverse and inclusive work environment, but they've been facing challenges related to communication barriers among their teams. Employees in different regions speak various languages as their first languages. While English is used as the official language. Cultural norms and communication styles vary across countries. What may be considered direct and acceptable communication in one culture could be perceived as rude in another. This leads to confusion and offense among employees from different cultural backgrounds. Junior employees might receive certain information in open communication while receiving ideas and also there are some employees who are always emotional when they receive instructions from their superiors.

Answer the following questions based on the above case.

- i. Discover any **THREE (3)** barriers in the communication process. (6 points)
- ii. Choose any **TWO (2)** approaches to overcome the barriers in (i). (4 points)

**END OF QUESTION PAPER**