



FINAL EXAMINATION
JULY 2022

COURSE TITLE	INTRODUCTION TO MANAGEMENT
COURSE CODE	FMGT0114
DATE/DAY	18 OCTOBER 2022 / TUESDAY
TIME/DURATION	09:00 AM - 12:00 PM / 03 Hour(s) 00 Minute(s)

INSTRUCTIONS TO CANDIDATES :

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 12 Printed Pages including front page)

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

There are THREE (3) sections in this paper. Answer ALL questions. (100 MARKS)

SECTION A

(40 Marks)

There are FORTY (40) questions in this part. Answer ALL questions in the OMR paper.

1. The function of management that defines goals and establishes strategies to achieve them is called _____.
 - A. leading
 - B. planning
 - C. controlling
 - D. organizing

2. Efficiency is concerned with _____ while effectiveness is concerned with _____.
 - A. means; ends
 - B. ends; means
 - C. objective; goals
 - D. primary goal; secondary goal

3. Secondary skills include the following EXCEPT _____.
 - A. design skill
 - B. human skill
 - C. leadership skill
 - D. communication skill

4. Finance manager, Human Resource manager and Plant manager are examples of _____.
 - A. top management
 - B. middle management
 - C. first-line management
 - D. superior management

5. A furniture company manufactures shelving units with a low cost of production, selling it at market price while knowing that the furniture will break before its time. This practice is an example of _____.
- A. legal and ethical
 - B. illegal but ethical
 - C. legal but unethical
 - D. illegal and unethical
6. Razif, a bank manager, has been secretly transferring small amounts of money from each depositor's account into his own account using the bank infrastructure without the consent of the depositor. This practice is an example of _____.
- A. legal and ethical
 - B. illegal but ethical
 - C. legal but unethical
 - D. illegal and unethical
7. The Sarbanes-Oxley Act is a legal requirement for compliance that promotes _____.
- A. green marketing
 - B. work-life balance
 - C. customers' right to be heard
 - D. fair stewardship and full disclosure
8. Microsoft donated over \$1.4 billion to non-profit organizations around the world to access essential technology and skills. This refers to _____.
- A. corporate philanthropy
 - B. corporate responsibility
 - C. cause-related-marketing
 - D. donation-marketing-cause
9. Common beliefs that are shared among the stakeholders of an organization are called _____.
- A. vision
 - B. values
 - C. missions
 - D. objectives

10. In the aspect of specificity, goals are _____ while objectives are _____.
- A. general; specific
 - B. specific; general
 - C. authentic; generic
 - D. generic; authentic
11. A good objective should be SMART. SMART stands for _____.
- A. specific, memorable, absolute, relevant, timed
 - B. strategic, memorable, attainable, reliable, timed
 - C. specific, measurable, attainable, relevant, timed
 - D. strategic, measurable, answerable, reliable, timed
12. In the aspect of a time frame, goals have a _____ time frame while objectives have a _____ time frame.
- A. longer; shorter
 - B. shorter; longer
 - C. fixed; changeable
 - D. changeable; fixed
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13. The SWOT approach assesses an organization's _____.
- A. speed, wants, order, timing
 - B. signs, worries, objectives, technique
 - C. studies, workflow, opportunities, trials
 - D. strengths, weakness, opportunities, threats
14. A strategy tool that involves separating the primary and supporting activities to enable analysis on internal firm activities being made is called _____.
- A. VRIO
 - B. PESTEL
 - C. value chain
 - D. micro-environment

15. An organization that has resources and strengths that are valuable, rare, not easily imitated by other firms and cannot be exploited by the organization provides a _____.
- A. competitive parity
 - B. realistic competitive advantage
 - C. temporary competitive advantage
 - D. sustainable competitive advantage
16. "Electric vehicle owners are exempted from paying road tax until December 2023". Which segment of PESTEL analysis does the statement relate to?
- A. Legal
 - B. Social
 - C. Political
 - D. Economics
17. Which type of departmentalization is used by an information technology firm that has three departments based upon retail, private enterprises and governmental consumers?
- A. Product
 - B. Customer
 - C. Functional
 - D. Geographic
18. The number of subordinates that report directly to a manager is called _____.
- A. span of control
 - B. organization change
 - C. hierarchy of authority
 - D. decentralized decision making
19. Which of the following is NOT among the reasons employees resist change?
- A. Change in salary or benefits
 - B. Anxiety in learning new things
 - C. Uncertainty on outcome of change
 - D. Employees will receive more support

20. A manager that has a very small number of subordinates and must monitor the work of the subordinates very closely on the task given has a _____.
- A. tall organizational hierarchy
 - B. flat organizational hierarchy
 - C. short organizational hierarchy
 - D. longitudinal organizational hierarchy
21. Which of the following is the power that rests on the leader's ability to punish or recommend punishment?
- A. Reward power
 - B. Political power
 - C. Coercive power
 - D. Legitimate power
22. Which of the following DOES NOT identify charismatic leaders?
- A. usually risk takers
 - B. sensitive to their surroundings
 - C. unable to articulate their vision to others
 - D. gathers followers though charm and personality
-
23. Which of the following leadership theories that links a leader's behavioural style with the readiness of subordinates?
- A. Influence theory
 - B. Great man theory
 - C. Situational leadership theory
 - D. Hersey and Blanchard theory
24. Which of the following is NOT a quality of a manager?
- A. Fragile
 - B. Rational
 - C. Persistent
 - D. Authoritative
25. Strategic human resource differs from traditional human resource by being _____.
- A. ritualistic and reactive
 - B. pessimistic and reactive
 - C. persuasive and arrogant
 - D. proactive and business-oriented result

26. The 5P model of strategic human resource management includes the following EXCEPT _____.
- A. policies
 - B. practices
 - C. philosophy
 - D. presentation
27. The following are aims of strategic human resource management EXCEPT _____.
- A. to achieve integration
 - B. to give sense of direction
 - C. to provide emotional support
 - D. to develop strategic competencies
28. 'Employees are considered as the strategic potential of an organization and effort is being made to differentiate themselves from competitors in the market'. Which nature of SHRM does the statement relate to?
- A. SHRM engages with long-term focus
 - B. SHRM is associated with goal-setting
 - C. SHRM fosters corporate excellence skills
 - D. SHRM is inter-related with business strategies
29. Which of the following are reasons why control is important?
- I. Plans do not always run smoothly
 - II. Plans require revision when it is outdated
 - III. Plans are executed by people with different ability
 - IV. Plans are executed by people with different levels of acceptance
- A. I, II and III
 - B. I, II and IV
 - C. I, III and IV
 - D. II, III and IV
30. Adequate control requires the following EXCEPT _____.
- A. control should be flexible
 - B. control should not be objective
 - C. control should lead to corrective actions
 - D. control should be tailored to plans and position

31. Which of the following is the correct order of a basic control process?

- I. Explain the differences
- II. Compare performance
- III. Take corrective actions
- IV. Establish a standard
- V. Measure performance

- A. IV, V, II, I and III
- B. I, II, III, IV and V
- C. IV, I, V, II and III
- D. V, IV, II, I and III

32. The importance of a good control system includes:

- I. Improves efficiency
- II. Increases employee loyalty
- III. Ensures order and discipline
- IV. Improves employees' working hours

- A. I and II
- B. I and III
- C. II and IV
- D. III and IV

33. 'A controlling ownership in a business enterprise in one country by an entity based in another country'. This statement refers to _____.

- A. import
- B. export
- C. licensing
- D. foreign direct investment

34. 'A company gives another company permission to manufacture its product for a specified payment'. This statement refers to _____.

- A. import
- B. export
- C. licensing
- D. foreign direct investment

35. The nature of international business involves the following EXCEPT _____.
- A. proactive and reactive
 - B. large scale operations
 - C. similar to domestic business
 - D. surrounded with political risk
36. The importance of international business includes:
- I. Exposed to external risk
 - II. Opens new opportunities
 - III. Potential waste of resources
 - IV. Increased socio-economic welfare
- A. I and III
 - B. I and IV
 - C. II and III
 - D. II and IV
37. Which of the following is NOT a component of globalization?
- A. market
 - B. leaders
 - C. production
 - D. technology
38. Globalization provides the following benefits EXCEPT _____.
- A. increase in production
 - B. constrained technology
 - C. increase in employment
 - D. products sold at lower price with higher quality
39. Which of the following correctly ranks business activity from lowest to highest international activity?
- I. Global business
 - II. Domestic business
 - III. International business
 - IV. Multinational business
- A. II, III, IV, I
 - B. II, IV, III, I
 - C. I, II, III, IV
 - D. II, III, I, IV

40. Which of the following is an example of franchising?
- A. Starbucks
 - B. McDonald's
 - C. Microsoft Office
 - D. Disney T-shirt by UNIQLO


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SECTION B

(10 Marks)

There are TEN (10) questions in this part. Identify whether the statements are TRUE or FALSE. Write the answer in the answer booklet

No.	Statements	True or False
1.	POLC stands for planning, organizing, leading and controlling.	
2.	Ethics are beliefs about right and wrong and are not legally stated.	
3.	Vision is a long-term view that concentrates on a desired future state.	
4.	PESTEL stands for politics, economics, social, technology, ecosystem and legal.	
5.	Geographic structure refers to an organizational structure that simultaneously groups people and resources by function and product.	
6.	Charismatic leadership emphasizes that leadership cannot be understood separately from various elements of the group or organizational situation.	
7.	Strategic human resource management sets a unified framework that integrates and organizes a HR system that works in accordance with the organizational strategic objectives.	
8.	Control activities can create undesirable overemphasis on short-term production rather than long-term production.	
9.	Import refers to the selling of products and services to other countries.	
10.	Licensing and franchising are types of international business.	

SECTION C

(50 Marks)

There are **THREE (3)** questions in this part. Answer **ALL** questions in the answer booklet.

Question 1

(20 marks)

Organizing is a process by which managers establish the structure of working relationships among employees to achieve goals.

- a) Explain the functional and product divisional structure of departmentalization and illustrate the structure using an appropriate diagram. (12 marks)
- b) Discuss **TWO (2)** advantages of each functional and product divisional structure of departmentalization. (8 marks)

Question 2

(20 Marks)

Leadership refers to the ability to influence people towards the attainment of organizational goals.

- a) Compare and contrast management and leadership. (10 marks)
- b) Discuss **FIVE (5)** personal characteristics of leaders. (10 marks)

Question 3

(10 Marks)

Globalization that integrates the whole world economy enables international products and services to be accessed by individuals in many countries from diverse economic backgrounds.

Discuss **FIVE (5)** effects of globalization. (10 marks)

END OF QUESTION PAPER