



**FINAL EXAMINATION
NOVEMBER 2022**

COURSE TITLE	INTRODUCTION TO MANAGEMENT
COURSE CODE	FMGT0114
DATE/DAY	16 FEBRUARY 2023 / THURSDAY
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 **TWO (2)** 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. "During the festive season in Malaysia, the demand and supply of sugar and chicken will be increasing". This is the example of the _____ factor in **PESTLE**.
 - A. Political
 - B. Social
 - C. Economic
 - D. Environment

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

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

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

5. Finance manager, Human Resource manager and Plant manager are examples of _____.
- A. top management
 - B. middle management
 - C. first-line management
 - D. superior management
6. Which of the analysis shows yes after the characteristics for value, rarity and inimitability and no for organization?
- A. Exploited competitive advantage
 - B. Sustained competitive advantage
 - C. Unexploited competitive advantage
 - D. Unexploited competitive disadvantage
7. 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
8. 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
9. Which of the following promotes legal requirements for compliance for The Sarbanes-Oxley Act?
- A. Green marketing
 - B. Work-life balance
 - C. Customers' right to be heard
 - D. Fair stewardship and full disclosure

10. Microsoft donated over \$1.4 billion to non-profit organizations around the world to access essential technology and skills. This statement is referring to?
- A. Corporate philanthropy
 - B. Corporate responsibility
 - C. Cause-related-marketing
 - D. Donation-marketing-cause
11. Which of the following are the common beliefs that are shared among stakeholders of an organization?
- A. Vision
 - B. Values
 - C. Mission
 - D. Objective
12. In the aspect of specificity, goals are _____ while objectives are _____.
- A. general; specific
 - B. specific; general
 - C. authentic; generic
 - D. generic; authentic
13. 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
14. 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

15. 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
16. What are the elements of internal SWOT analysis?
- A. Strength & Weaknesses
 - B. Strength & Opportunity
 - C. Weaknesses & Threats
 - D. Opportunities and Threats
17. What is a strategy tool that involves separating the primary and supporting activities to enable analysis on internal firm activities being made?
- A. VRIO
 - B. PESTEL
 - C. Value chain
 - D. Micro-environment
18. 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
19. "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

20. 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
21. What is the term of the number of subordinates that report directly to a manager?
- A. Span of control
 - B. Organization change
 - C. Hierarchy of authority
 - D. Decentralized decision making
22. 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
23. 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
24. 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

25. 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 through charm and personality
26. Which of the following leadership theories 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
27. Which of the following is **NOT** a quality of a manager?
- A. Fragile
 - B. Rational
 - C. Persistent
 - D. Authoritative
28. 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
29. The 5P model of strategic human resource management includes the following **EXCEPT** _____.
- A. policies
 - B. practices
 - C. philosophy
 - D. presentation
30. Which of the following is **NOT** the aim of strategic human resource management (SHRM)?
- A. To achieve integration
 - B. To give sense of direction
 - C. To provide emotional support
 - D. To develop strategic competencies

31. '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 strategic human resource management (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
32. Which of the following is an example of franchising?
- A. Starbucks
 - B. McDonald's
 - C. Microsoft Office
 - D. Disney T-shirt by UNIQLO
33. 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
34. 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

35. 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
36. '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
37. '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
38. 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
39. This skill requires the ability to use a special proficiency or expertise to perform particular tasks. And this skill is usually important for lower-level management. This is _____.
- A. conceptual skills
 - B. technical skills
 - C. leadership skills
 - D. human skills

40. The importance of international business includes:

- I. Increased socio-economic welfare
- II. Exposed to external risk
- III. Opens new opportunities
- IV. Potential waste of resources

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


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SECTION B

(60 Marks)

There are **FOUR (4)** questions in this part. Answer **ALL** questions in the answer booklet.

Question 1

(10 marks)

As one of the external tools in strategizing, Porter's Five Forces is often chosen by organizations as their prime strategy to expand their business.

Elaborate the Porter's Five Forces model for external environments. **(10 marks)**

Question 2

(20 Marks)

Bill Gates appears on everyone's list of the Top Ten (10) most admired United States business leaders. His encouraged and nurtured enormous creativity and innovation from people, and great leadership qualities such as expertise and passion made him a remarkable leader in the technology industry.

a) Compare and contrast management and leadership. **(10 marks)**

b) Discuss **FIVE (5)** personal characteristics of leadership. **(10 marks)**

Question 3

(10 Marks)

Globalization is a term used to describe how trade and technology have made the world into a more connected and interdependent place. People, money, material goods, ideas and even disease and devastation have travelled these silken strands, and have done so in greater numbers with greater speed than ever in the present age.

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

Question 4

(20 marks)

Organizational structure is a formal system of task and reporting relationship that motivates organizational members to achieve organizational 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)

*****END OF QUESTION PAPER*****


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