



SPECIAL EXAMINATION NOVEMBER 2023

COURSE TITLE : INTRODUCTION TO MANAGEMENT
COURSE CODE : RMGT1113
DATE / DAY : 7 MARCH 2023 / THURSDAY
TIME / DURATION : 09:00 AM – 11:00 AM / 2 HOURS

INSTRUCTION TO CANDIDATES:

1. Please read the instruction under each section carefully
2. Candidates are reminded not to bring the examination hall/room any form of written materials or electronic gadget except for stationary 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 7 Printed Pages including front page)

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

This question paper consists of TWO (2) sections. Answer ALL questions in the answer booklet provided. [50 MARKS]

SECTION A

(30 Marks)

There are THIRTY (30) questions in this section. Answer ALL questions in the answer booklet provided.

1. Establishing strategies for achieving organizational goals is a part of the _____ function.
 - A. leading
 - B. coordinating
 - C. planning
 - D. organizing

2. The organizational chart shows titles such as front-line manager, plant manager, and vice president of operations. It is very likely this organization has a _____.
 - A. traditional committee structure
 - B. traditional pyramid structure
 - C. modern matrix structure
 - D. flexible structure

3. Carla is searching the Internet for sources of Himalayan salt to make bath salts. Carla is at the _____ step in the decision-making process.
 - A. identify-the-problem
 - B. identify-decision-criteria
 - C. allocate-weights
 - D. develop-alternatives

4. Garrett looked at the list of orders for the coming week and made out the production schedule. He has done this so many times he could do it in his sleep. This situation represents a(n) _____.
 - A. structured problem
 - B. unstructured problem
 - C. linear problem
 - D. programmed problem

5. Gerber makes and sells baby products. A shift in the birth rate would represent a change in the _____ component of this firm's external environment.
 - A. psychographic
 - B. demographic
 - C. political
 - D. cultural

6. Which one of the following is a disadvantage of having a strong organizational culture?
- A. High employee turnover
 - B. Decreased organizational performance
 - C. Low loyalty towards the organization
 - D. Inability to respond to changing conditions
7. For American company Leather Exporters, first quarter sales in Italy were higher compared to the preceding year but profits were down. What could account for this difference?
- A. A difference in the currency exchange rate
 - B. A change in the national leadership in Italy
 - C. A cultural change in Italian society
 - D. A reduction in trade barriers with Italy
8. A domestic firm and a foreign firm sharing the cost of developing new products or building production facilities in a foreign country constitute a _____.
- A. franchising agreement
 - B. strategic alliance
 - C. foreign subsidiary
 - D. joint venture
9. Upper management is pushing hard to increase earnings per share. If Moe yields to this pressure despite misgivings about the use of a non-certified material in the production of climbing equipment, he will be demonstrating _____.
- A. high ego strength
 - B. weak ego strength
 - C. internal locus of control
 - D. external locus of control
10. Following Hurricane Katrina in 2005, WalMart sent semis loaded with items such as bottled water, diapers, and other daily necessities to the New Orleans area. We can say that WalMart exercised _____.
- A. social obligation
 - B. social responsiveness
 - C. social responsibility
 - D. social awareness
11. Which one of the following would be a well-written goal for an online retailer operating in a volatile business environment?
- A. To minimize costs, maximize profits, and maximize return on investment.
 - B. To accelerate our growth to the maximum possible level over the next three years.
 - C. To achieve a 25 percent growth in revenue, which is defined as the number of items sold multiplied by their price.
 - D. To invoice merchandise worth \$200,000, every month, for the next three years.

12. Which one of the following is the best indicator of an organization's real goals?
- A. Organizational members' actions
 - B. Mission statement
 - C. Annual reports
 - D. Stock valuation
13. When Stratasys began making 3D printers in 1988, the future of this new invention was unknown but expected to grow. Stratasys was one of a handful of producers of these printers. According to the BCG matrix, Stratasys was a _____.
- A. cash cow
 - B. question mark
 - C. dog
 - D. star
14. An organization that is diversifying its product line is exhibiting what type of corporate strategy?
- A. Turnaround strategy
 - B. Retrenchment strategy
 - C. Growth strategy
 - D. Diversification strategy
15. Which of the following is a characteristic of a mechanistic organization?
- A. Cross-functional teams.
 - B. Free flow of information.
 - C. Wide spans of control.
 - D. Clear chain of command.
16. Willard has been assigned to a project development team in addition to his regular duties as a quality engineer. During this assignment he will report to both the project manager and his quality department manager. This situation _____.
- A. violates span of control
 - B. violates unity of command
 - C. violates chain of command
 - D. violates the acceptance theory of authority
17. At Chemetron, all the accounting people share one large work area; all the quality control people are housed in a large office next to the production floor; and maintenance has its own space at the back of the building. Chemetron is using _____.
- A. departmental specialization
 - B. functional departmentalization
 - C. process departmentalization
 - D. product specialization

18. Jan's department seems to be a bottleneck in the assembly process. She and her coworkers have been meeting regularly to generate ideas that might eliminate the bottleneck. Jan and her coworkers are part of a _____ team.
- A. self-managed
 - B. problem-solving
 - C. task
 - D. cross-functional
19. Stacey was invited to become a member of the class project team because the other members knew she had a high GPA and worked hard on all her individual assignments. Although the other members worked diligently to complete their parts, Stacey was not giving her best effort to this team. Which of the following is a possible explanation for Stacey's behavior?
- A. Social loafing
 - B. Status incongruence
 - C. Role ambiguity
 - D. Group cohesiveness
20. Group D has been working on developing a product which is now ready to hit the market. The group members are happy about the work they've done on this product. The focus has now shifted from productivity to tying up loose ends. Group D is at the _____ stage.
- A. forming
 - B. performing
 - C. norming
 - D. adjourning
21. In an effort to improve communication within the accounting department of a large organization, the department head puts a suggestion box at the door and invites employees to communicate their thoughts, ideas, concerns, or grievances to the managers in the department. Which one of the following methods of communication is he encouraging?
- A. Upward
 - B. Diagonal
 - C. Downward
 - D. Lateral
22. Which one of the following is an example of a disturbance that interferes with the transmission of a message?
- A. Sending unsolicited sales messages to prospects
 - B. Adding your contact information at the end of an e-mail message
 - C. Leaving a message on the answering machine when you cannot reach someone
 - D. Thinking about the party you attended last night while sitting in a lecture

23. James, a new manager, is very hard-working. He believes that people who are hardworking will always make sure that the work gets done on time. Even when he is out of the office, he supposes that his subordinates are working diligently because he works diligently most of the time. James's perceptions of his employees are based on _____.
- A. stereotyping
 - B. selective perception
 - C. halo effect
 - D. assumed similarity
24. Peter, an assistant manager, exhibits a distinct lack of emotional involvement with his colleagues and subordinates. His entire focus is on achieving the goals he sets, no matter what course he has to take to get there. These traits lead an observer to conclude that Peter _____.
- A. is high in Machiavellianism
 - B. has low self-esteem
 - C. is high in self-monitoring
 - D. has an internal locus of control
25. Tiffany is usually the person who takes charge of the situation and gets people moving toward the group's objective. Tiffany probably has a high need for _____.
- A. control
 - B. power
 - C. achievement
 - D. admiration
26. Matthew is worried that he will not be able to pay his mortgage and feed his family since he was laid off from his production job. Which one of Maslow's levels of need is a concern to Matthew?
- A. Self-actualization
 - B. Esteem
 - C. Psychological
 - D. Physiological
27. According to Herzberg's two-factor theory, which one of the following is a hygiene factor?
- A. Recognition
 - B. Advancement
 - C. Working conditions
 - D. Responsibility

28. Which one of the following is the type of power a person has because of his or her position in the formal organizational hierarchy?
- A. Legitimate power
 - B. Coercive power
 - C. Reward power
 - D. Expert power
29. _____ leaders have a vision, the ability to articulate that vision and a willingness to take risks to achieve that vision.
- A. Visionary
 - B. Charismatic
 - C. Trait
 - D. Transactional
30. Kevin is a whirlwind as a research and development supervisor. His colleagues are surprised that even though he makes decisions very quickly and always with less information than others, his decisions are as good as anybody else's. This information implies that Kevin has _____.
- A. high intuition
 - B. high Machiavellianism
 - C. high risk-taking ability
 - D. low cognitive dissonance

SECTION B

(20 Marks)

There are **TWO (2)** questions in this section. Answer **ALL** questions in the answer booklet.

QUESTION 1

- a) Explain **THREE (3)** McClelland's theory of need. (6 marks)
- b) List and discuss **TWO (2)** shortcuts frequently used in judging others. (4 marks)

QUESTION 2

Explain in detail the **FIVE (5)** elements of organizational designs. (10 marks)

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



FINAL EXAMINATION
NOVEMBER 2023

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COURSE CODE	RMGT1113
DATE/DAY	20 FEBRUARY 2024 / TUESDAY
TIME/DURATION	09:00 AM - 11:00 AM / 02 Hour(s) 00 Minute(s)

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SECTION A

(30 Marks)

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1. Tom is responsible for project managers who supervise others who perform manual work. He reports to a vice president on another continent. Tom is a _____.
 - A. first line manager
 - B. middle manager
 - C. top manager
 - D. nonmanager

2. Wasting resources is considered to be an example of _____.
 - A. inefficacy
 - B. ineffableness
 - C. inefficiency
 - D. ineffectiveness

3. The manager of an apparel store estimates how much to order for the current spring season based on last spring's sales figures. The store manager is operating under which of the following decision-making conditions?
 - A. Uncertainty
 - B. Risk
 - C. Structure
 - D. Certainty

4. Max is planning to go away to college next year and is currently trying to figure out to which colleges he should apply. He would like to major in English Literature at an accredited liberal arts college, but is also looking for a university that offers financial aid. In terms of the decision-making process, these represent Max's _____.
 - A. problems
 - B. alternatives
 - C. decision criteria
 - D. heuristics

5. The _____ component of an organization's external environment is concerned with trends in population characteristics such as age, race, gender, education level, geographic location, income, and family composition.
 - A. economic
 - B. political
 - C. demographic
 - D. sociocultural

6. Martha is concerned with the degree to which managers focus on results rather than the techniques and processes used to achieve those results. In other words, Martha is concerned that the company will emphasize _____ over other dimensions of the organizational culture.
- A. integrity
 - B. adaptability
 - C. attention to detail
 - D. outcome orientation
7. Which of the following is a feature of a multidomestic corporation?
- A. All decisions are made in the home country.
 - B. Reflects an ethnocentric attitude.
 - C. Eliminates artificial geographic borders.
 - D. Has a decentralized management.
8. Melamark LLC has customers on four continents. It would like to increase its global presence as a supplier to its global customers. The most expensive option would be to _____.
- A. form a strategic alliance with an existing company in another country
 - B. directly invest in a production facility in another country
 - C. export from a single production plant
 - D. license producers in several countries
9. Unlike the United States, the change from one regime to another in foreign countries can be less than peaceful. Differences in the _____ environment can lead to uncertainty and risk for global managers.
- A. economic
 - B. cultural
 - C. political/legal
 - D. demographic
10. Despite reassurances from R&D's internal testing lab, Stephen believes the new material for climbing ropes should not be used in their manufacture until it has been certified by an independent lab. It would appear that Stephen has _____.
- A. high ego strength
 - B. weak ego strength
 - C. internal locus of control
 - D. external locus of control

11. Plans that encompass only the production or the sales goals of a company are termed _____ plans.
- A. operational
 - B. strategic
 - C. informal
 - D. financial
12. Strategic plans are usually _____.
- A. short term, directional, and standing
 - B. short term, specific, and standing
 - C. long term, directional, and single use
 - D. long term, specific, and standing
13. Paul Abdul Oil Corporation (PAOC) began as a relatively small oil company. As PAOC has grown, the company has gained a highly trained group of managers and analysts at the corporate headquarters. This group is highly adaptive in its structure. Members of this group do not have standardized jobs, but are empowered to handle diverse job activities and problems. PAOC seems to have a(n) _____ structure.
- A. mechanistic
 - B. divisional
 - C. functional
 - D. organic
14. Wilson is offered a chance to help direct the efforts of some employees assigned to his work group. This is a chance for Wilson to experience _____.
- A. responsibility
 - B. leadership
 - C. command
 - D. authority
15. In the early 20th century, automobiles were made one at a time by craftsmen who could perform every operation necessary to build the car. Henry Ford decided to limit the number of tasks each worker performed so each person could become expert in his position. With this practice, Ford introduced _____.
- A. departmentalization
 - B. work specialization
 - C. centralization
 - D. formalization

16. An organization brings together members from various departments such as marketing, accounting, human resources, and finance to form a team. This is an example of a _____ team.
- A. cross-functional
 - B. problem-solving
 - C. self-managed
 - D. functional
17. Samantha is a single mom and the administrative assistant for the marketing department. Her son's soccer games begin right after school so Samantha often has to choose between supporting her son at his games and working. Samantha is experiencing a role _____.
- A. overload
 - B. ambiguity
 - C. conflict
 - D. clarity
18. In which stage of group development does the group focus its attention on wrapping up activities instead of task performance?
- A. Storming
 - B. Adjourning
 - C. Forming
 - D. Norming
19. Cross-functional teams rely heavily on _____ communication, which can be problematic if their managers are not kept informed about the decisions.
- A. diagonal
 - B. upward
 - C. vertical
 - D. lateral
20. Deb has a high-pitched, childish-sounding voice. Her colleagues tend to avoid her and cringe when she speaks in department meetings. To improve her career success, Deb should _____.
- A. adjust her body language to be more welcoming
 - B. submit her comments in writing after the meeting
 - C. send a substitute to the meetings
 - D. work on her verbal intonation to lower her voice pitch

21. Anne prefers one-page memos with only the main points of the issue. As a manager, she has limited amounts of time to read about internal problems. So when she prepares memos for her boss, she provides a brief outline of the situation to spare her boss the agony of having to read the boring details. Anne has succumbed to _____.
- A. the liking effect
 - B. assumed similarity
 - C. the halo effect
 - D. stereotyping
22. Sarah, the floor supervisor, seems to be a different person depending on whom she is with and what the situation demands. She has the ability to adjust her behavior as and when required. This indicates that she _____.
- A. has low self-esteem
 - B. is low on Machiavellianism
 - C. has a high need for affiliation
 - D. is high in self-monitoring
23. Bob is a social butterfly. He often leaves his workstation to chat with coworkers. He volunteers for every problem-solving team and enjoys planning the annual summer employee picnic. Bob has a _____.
- A. low need for safety
 - B. high need for esteem
 - C. low need for power
 - D. high need for affiliation
24. Joe watches his youngest employees like a mother hen to make sure they stay on task and off their cell phones. Joe is behaving like a _____ manager.
- A. Theory X
 - B. Theory Y
 - C. Theory Z
 - D. Two-factor
25. Frederick Herzberg's two-factor theory proposes that _____.
- A. intrinsic factors cause job dissatisfaction
 - B. extrinsic factors have the maximum effect on job satisfaction
 - C. extrinsic factors are associated with job dissatisfaction
 - D. intrinsic factors have little effect on job satisfaction

26. Marsha is the manager at a bank, with 30 employees reporting to her. Many of her staff are extremely impressed with the way she handles her work and the people at the bank. They take pride in being associated with her team. She is not only fair and understanding, but ensures that the deserving employees are compensated well. Which two sources of power does Marsha use in this example?
- A. Reward and referent power
 - B. Referent and coercive power
 - C. Expert and reward power
 - D. Referent and expert power
27. Bill expects his employees to wonder "What's in it for me?" when he assigns extra tasks to them, so he is ready with an answer about the reward for their work. Bill is a(n) _____ leader.
- A. situational
 - B. transformational
 - C. transactional
 - D. charismatic
28. Connie sees her role as someone who provides direction and resources for her team then gets out of their way and lets them do their work however they think best. Connie uses the _____ style of leadership.
- A. autocratic
 - B. participative
 - C. facilitative
 - D. laissez-faire
29. When one gas station lowers its price a penny, the station on the other corner of the intersection lowers its price, followed by the gas stations on the next block, and so on, until nearly every gas station in town has lowered its prices. This situation illustrates _____.
- A. intense rivalry among competitors
 - B. a differentiation strategy
 - C. the threat of substitutes
 - D. a cost leadership strategy
30. As smartphone cameras improved, consumers turned away from traditional cameras. Polaroid lost market share and finally realized their product was no longer desired. At that point, Polaroid would be considered a _____ in the BCG matrix.
- A. question mark
 - B. dog
 - C. cash cow
 - D. star

SECTION B

(20 Marks)

There are **TWO (2)** questions in this section. Answer **ALL** questions in the answer booklet provided.

QUESTION 1

List and discuss the **FOUR (4)** barriers to effective communication that managers face. Include a specific example of each barrier to support your answer. (10 marks)

QUESTION 2

Discuss the **FIVE (5)** sources in which leader power has been identified. Include specific examples of each source of power to support your answer. (10 marks)

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

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