



FINAL EXAMINATION

JULY 2023

COURSE TITLE	INTRODUCTION TO MANAGEMENT
COURSE CODE	FMGT0114
DATE/DAY	19 OCTOBER 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 10 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 in the answer booklet provided. **[100 MARKS]**

SECTION A

(40 Marks)

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

1. 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

2. Benefits of globalization includes increase in employment and income, free flow of technology and _____.
 - A. transportation
 - B. planning
 - C. objectives
 - D. human skills

3. Below are among the effect of globalization **EXCEPT** _____.
 - A. division of labor
 - B. changes food supply
 - C. bilateral relationship
 - D. damage to the environment

4. Which of the following is the definition aims of Strategic Human Resources Management (SHRM), to develop strategic competencies?
 - A. It meets the organization in the right decision so that it will be met with reasonable human resource (HR) policies and programmes.
 - B. Make sure company meets required standards and highly motivated employees to achieve competitive advantage.
 - C. A united framework to organize HR system synergistically in accordance with organization objectives.
 - D. Focusing on the measures through the power of its HR for the increasing benefits.

5. _____ is the practise of attracting, developing, rewarding and retaining employees for the benefit of both the employees as individuals and organization as a whole.
- A. SHRM
 - B. HR department
 - C. Controlling
 - D. Corporate social responsibility
6. Which of the following is the nature of SHRM?
- A. Short-term focus
 - B. Associated with vision and mission setting
 - C. Not related with business strategies
 - D. Fosters corporate excellence skills
7. The function of management that defines goals and establishes strategies to achieve them is called _____.
- A. leading
 - B. controlling
 - C. planning
 - D. organizing
8. Secondary skills include the following **EXCEPT** _____.
- A. design skill
 - B. human skill
 - C. leadership skill
 - D. communication skill
9. Finance manager, Human Resource manager and Plant manager are examples of _____.
- A. top management
 - B. middle management
 - C. first-line management
 - D. superior management

10. A music company manufactures drum set units with a low cost of production, selling it at market price while knowing that the equipment 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
11. Iman, a medical practitioner, has been secretly transferring patients' data into his own personal e-mail without consent of the patients. This practice is an example of _____.
- A. legal and ethical
 - B. illegal but ethical
 - C. legal but unethical
 - D. illegal and unethical
12. Standards could be set on the basis of _____.
- A. profitability standard, efficiency standard and market position standard
 - B. productivity standard, profitability standard, planning standard
 - C. profitability standard, productivity standard, market position standard
 - D. HR standard, goals setting standard, efficiency standard
13. Johnson & Johnson have focused on reducing pollution by providing renewable, economical alternative to electricity for three decades. This refers to _____.
- A. corporate philanthropy
 - B. corporate responsibility
 - C. cause-related-marketing
 - D. donation-marketing-cause
14. 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

15. To have good objectives, it is advisable for organization to use SMART technique. 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
16. The following are the steps involves in a basic control **EXCEPT** _____
- I. explain the differences
 - II. compare performance
 - III. launch the standard
 - IV. set the deviations
- A. III and IV
 - B. I and II
 - C. II, III, IV
 - D. I, III, IV
17. Which of the following are the 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
18. 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
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. Departmentalization is a part of organizational structure. _____ is a structure that may have departments such as marketing, manufacturing and etc. _____ is a structure that represents the unique products, services and etc.
- A. Divisional, Functional
 - B. Tall, Horizontal
 - C. Functional, Divisional
 - D. Centralization, Formalization
21. 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
22. In the aspect of specificity, goals are _____ while objectives are _____.
- A. general; specific
 - B. specific; general
 - C. authentic; generic
 - D. generic; authentic
23. 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
24. 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

25. 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
26. 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
27. Personal characteristics of leaders such as education and mobility are the example of _____.
- A. Social characteristics
 - B. Social background
 - C. Physical characteristics
 - D. Intelligence and ability
28. Below are the identifications for charismatic leadership **EXCEPT** _____.
- A. usually risk takers
 - B. sensitive to their surroundings
 - C. unable to articulate their vision to others
 - D. gathers followers though charm and personality
29. Which of the following leadership theories that links a leader's behavioural style that based on the strength of inherited traits, qualities and abilities?
- A. Influence theory
 - B. Great man theory
 - C. Situational leadership theory
 - D. Trait theory
30. Which of the following is **NOT** a quality as a manager?
- A. Authoritative
 - B. Rational
 - C. Persistent
 - D. Gather followers

31. Which of the following are the advantages of centralization?
- I. Reduced ambiguity
 - II. Employees prefer the managers give instructions
 - III. Lead to more efficient operation
 - IV. Subordinates comfortable to follow the decision made by higher level
- A. I, II and III
 - B. II, III and IV
 - C. I, III and IV
 - D. All of the above
32. Factors affecting organizational structures are including technology, environment, organizational size and _____.
- A. organizational specialization
 - B. organizational coordination
 - C. organizational change
 - D. organizational strategy
33. The 5P model of SHRM includes the following **EXCEPT** _____.
- A. policies
 - B. program
 - C. philosophy
 - D. presentation
34. The basic control process, _____ is when the standard is the level of activity established to serve as a model for evaluating organizational performance.
- A. explaining the differences
 - B. comparing the performance
 - C. measuring performance
 - D. Taking corrective action
35. "Shell is an example of controlling ownership in one country by an entity based in another country". This statement is a form of _____.
- A. Foreign Direct Investment
 - B. Franchising
 - C. licensing
 - D. import – export trade
36. An agent appointed by a customer resides in Malaysia to arrange and bring his brand new car, Tesla, from USA to Malaysia. This is the example of _____.
- A. import activity
 - B. export activity
 - C. logistic activity
 - D. buying and selling activity

37. In SMARTC criteria, _____ can be defined as the importance of grounding goals/objectives within a time frame giving an organization a target data.
- A. relevant
 - B. challenging
 - C. achievable
 - D. time bound
38. Which of the following are the components for micro-environment?
- I. A group of firms producing products that are close substitutes
 - II. Industries that provide the raw material or inputs for the focal industry
 - III. Extend the barriers in the industry.
 - IV. Industries and consumer segments that consume industry outputs.
- A. I, II and III
 - B. I, III and IV
 - C. I, II and IV
 - D. II, III and IV
39. A lot of organizations have decided to avoid expanding their business in Jakarta due to Jakarta's air pollution, which is among the worst in the world. This is one of the examples for _____ PESTEL analysis.
- A. Socio
 - B. Environmental
 - C. Political
 - D. Economics
40. "To protect the environment, buyers choose to switch from aluminium cans to glass bottle package of beverage". Which Porter's five forces justifies this statement?
- A. Buyer power
 - B. Supplier power
 - C. Substitutes
 - D. New entrants

SECTION B

(60 Marks)

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

Question 1

Strategy is how a firm aims to realize its mission and vision and succeeds when goals and objectives are well developed.

- a) What are the types of analysis tools in developing strategies? List down any **TWO (2)** methods for each of this type. (8 marks)
- b) Describe what SWOT analysis is and provide appropriate examples. (12 marks)

Question 2

Henri Fayol is well-renowned "Father of Modern Management Theory" and had developed the 14 principles of management.

- a) List down any **TEN (10)** Fayol's principles of management. (10 marks)
- b) There are **FOUR (4)** functions in management concept. Explain all four functions and provide relevant examples. (10 marks)

Question 3

In implementing social responsibility, many believe that organizations should improve the lives of citizens because they are citizen themselves, often control vast resources and may contribute to the problems that social program address.

- a) Differentiate the defensive stance and proactive stance and provide examples. (10 marks)
- b) Describe the responsibilities to employees and responsibilities to customers. (10 marks)

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