



**FINAL EXAMINATION**  
**MARCH 2024**

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<b>COURSE TITLE</b>	<b>INTRODUCTION TO MANAGEMENT</b>
<b>COURSE CODE</b>	<b>FMGT0114</b>
<b>DATE/DAY</b>	<b>10 JUNE 2024 / MONDAY</b>
<b>TIME/DURATION</b>	<b>09:00 AM - 12:00 PM / 03 Hour(s) 00 Minute(s)</b>

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(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 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. Max Weber's definition of charismatic leadership is related to \_\_\_\_\_.
  - A. a certain quality of an individual personality by which he can form as an ordinary man
  - B. an individual's personality that sets him apart and has exceptional super powers
  - C. an individual who is able to organize and controlling people to do their jobs
  - D. maintaining stability and create efficient culture
  
2. \_\_\_\_\_ is related to the organization's reason for being. \_\_\_\_\_ is (are) a future oriented declaration of organization's aspirations.
  - A. Goals, Objectives
  - B. Objectives, Goals
  - C. Missions, Vision
  - D. Visions, Missions
  
3. \_\_\_\_\_ is a managerial activity aimed at bringing organizational mistakes while \_\_\_\_\_ is a procedure of the control process.
  - A. Establishment of standard, corrective action
  - B. Corrective action, establishment of standard
  - C. Measurement of performance, corrective action
  - D. Corrective action, measurement of performance
  
4. Which of the following is a barrier to successful controlling?
  - A. Control activities can increase employees' frustration
  - B. Control activities can improve efficiency
  - C. Control activities can improve employee motivation
  - D. Control activities can facilitate coordination

5. Objectives are generally related to \_\_\_\_\_ and \_\_\_\_\_.
- A. mission, SMARTC
  - B. goal, precise
  - C. vision, goal
  - D. mission, vision
6. Which of the following is **NOT** an element of SMARTC?
- A. Transparency
  - B. Attainable
  - C. Specific
  - D. Realistic
7. "Petronas made charitable activities to the selected campaigns". This is an example of \_\_\_\_\_ stance.
- A. proactive
  - B. obstructionist
  - C. accommodative
  - D. defensive
8. Primary skills include the following **EXCEPT** \_\_\_\_\_.
- A. leadership skill
  - B. conceptual skill
  - C. technical skill
  - D. human skill
9. Which of the following are among a leader's qualities?
- I. Stabilizing
  - II. Experimental
  - III. Position power
  - IV. Personal power
- A. I and III
  - B. I and IV
  - C. II and III
  - D. II and IV

10. Mirae, a police officer working in the police force, has been secretly transferring criminals' data into her own personal e-mail without approval from her superiors. This practice is an example of \_\_\_\_\_.
- A. legal and ethical
  - B. illegal but ethical
  - C. legal but unethical
  - D. illegal and unethical
11. Coca-Cola is putting a huge focus on sustainability. They aim that by 2030, they will have reduced their carbon footprint by 25% and have unveiled its first-ever beverage bottle made from 100% plant-based plastics. This refers to \_\_\_\_\_.
- A. corporate philanthropy
  - B. corporate responsibility
  - C. cause-related-marketing
  - D. donation-marketing-cause
12. Great man theories can be related to the \_\_\_\_\_.
- A. leaders' position power
  - B. influence based on qualities and personality of the leader
  - C. leaders analyzing their situation and tailor their behaviour to improve leadership effectiveness
  - D. particular traits or characteristics that distinguish the non-leaders and leaders
13. The following are five (5) statements differentiating leadership from management according to John P Kotter, **EXCEPT** \_\_\_\_\_.
- A. direction
  - B. traits
  - C. alignment
  - D. outcomes
14. 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

15. \_\_\_\_\_ to be paid to the workers should be fair, reasonable, satisfactory & rewarding of the efforts.
- A. Equity
  - B. Remuneration
  - C. Order
  - D. Stability of tenure
16. What is the definition of a scalar chain?
- A. Chain of superiors ranging from the ultimate authority to the lowest
  - B. Chain of subordinates that involved in decision making
  - C. Sincerity, obedience, respect of authority and observance
  - D. People engaged in same kind of business or activities
17. "The action of the business rather than donations of money and time". This is suitable for \_\_\_\_\_.
- A. VRIO
  - B. corporate responsibility
  - C. value chain
  - D. responsibility to environment
18. Which of the following is the definition of the building block, VRIO?
- A. Value, replace, imitate, order
  - B. Value, rarity, inimitability, organization
  - C. Value, replace, identify, organization
  - D. Value, rarity, identify, order
19. \_\_\_\_\_ is the importance of developing goals and objectives that are attainable.
- A. Achievable
  - B. Specific
  - C. Challenging
  - D. Relevant

20. What is the first step for the basic control process?
- A. Set standard
  - B. Measure performance
  - C. Compare performance
  - D. Determine the differences
21. Which of the following is **NOT** a component of globalization?
- A. Globalization of market
  - B. Globalization of political
  - C. Globalization of investment
  - D. Globalization of technology
22. Which of the following are factors for organization change?
- I. Innovation
  - II. Rapid developments
  - III. Performing poorly
  - IV. Level of hierarchy
- A. I and II
  - B. II and III
  - C. III and IV
  - D. I, II and III
23. 'Leaders can analyse their situation and tailor their behaviour to improve leadership effectiveness'. This is \_\_\_\_\_.
- A. influence theory
  - B. follower theory
  - C. contingency theory
  - D. traits theory
24. The nature of international business involves the following **EXCEPT** \_\_\_\_\_.
- A. being proactive and reactive
  - B. large scale operations
  - C. similar to domestic business
  - D. surrounded with political risk

25. 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
26. Select the closest answers for the examples of decisional roles of manager.
- I. Monitor
  - II. Entrepreneur
  - III. Negotiator
  - IV. Leader
- A. II, III
  - B. II, IV
  - C. III, IV
  - D. I, III
27. Which of the following is the definition of an accommodative stance?
- A. Will do everything that is legally required but nothing more
  - B. Meets and exceeds legal and ethical standards
  - C. Indicates sincere commitment as they view as part of the society
  - D. Involves as little as possible to solve the social problem
28. 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
29. Which of the following is **NOT** the factors for organization change?
- A. External factors such as Covid-19 pandemic
  - B. Poor performance
  - C. Response to the changes of the environment
  - D. Organizational size

30. What is the definition of Top-Down change for organization change?
- A. A revolutionary approach
  - B. A gradual approach
  - C. Employees plan to change
  - D. Managers at all levels work a plan to change
31. Arrange the following steps for the organizational change process.
- I. Assess the need for the change
  - II. Decide on the change to make
  - III. Implement the change
  - IV. Evaluate the change
- A. I, III, IV, II
  - B. II, IV, III, I
  - C. I, II, III, IV
  - D. II, III, I, IV
32. Mission, vision, strategizing, goals and objectives are under the \_\_\_\_\_ framework.
- A. organizing
  - B. planning
  - C. management
  - D. leadership
33. \_\_\_\_\_ are a set of external circumstances that, with the right decisions, can grow the company in a favourable strategic position while \_\_\_\_\_ are related to company resources and assets that it owns and does well, and distinguish it from their competitors.
- A. Weaknesses, opportunities
  - B. Threats, strengths
  - C. Opportunities, strengths
  - D. Strengths, opportunities
34. Sustainable competitive advantage can be defined as \_\_\_\_\_.
- A. taking advantage of strengths and weaknesses
  - B. organization's strengths cannot be easily duplicated or imitated by other firms
  - C. internal strategies that can be leveraged
  - D. competitors' strengths can be exploited



35. The following are the components for value chain **EXCEPT** \_\_\_\_\_.
- A. gross sales
  - B. support activities
  - C. primary activities
  - D. downstream activities
36. \_\_\_\_\_ is a function of the extent to which barriers to entry exist.
- A. Buyer power
  - B. Rivalry
  - C. Barrier power
  - D. New entrants
37. "Amazon increased the number of its outbound investments by 55% from 155 in 2020 to 241 in 2021". This is an example of \_\_\_\_\_.
- A. foreign direct investment (FDI)
  - B. franchising
  - C. import-export trade
  - D. licensing
38. Which of the following is an example of import-export activity?
- A. India is the top country for Amazon to invest their business.
  - B. In 2022, Bahrain was the world's biggest importer while China was the biggest exporter in the world.
  - C. Due to low wages, a lot of developed countries decided to open new factories in Indonesia.
  - D. Cartier, one of the luxury brands in the world, has sponsored a few international ambassadors all around the world to represents their products.
39. Which of the following is **CORRECT** about licensing?
- I. Sells licenses to other companies to use intellectual property (IP)
  - II. To provide legal ways for other companies to use the brand and design
  - III. The licensing companies may exercise control over how the IPs are used but does not control the operations
  - IV. The licensor does have a certain degree of control over the operations
- A. I, III, IV
  - B. II, III, IV
  - C. I, II, III
  - D. I, II, IV

40. Based on the examples given, which is **NOT** the effect of globalization?
- A. Social media connects people across the world and multinational companies can create a monoculture as they remove local competitors.
  - B. Various modes of transportation are used which causes pollution and poses a serious threat to the environment.
  - C. Low costs in developing countries encourage developed countries to move and open their companies in these cheapest locations.
  - D. Specialization occurs where products and services are difficult to find.

  
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**SECTION B**

**(20 Marks)**

**There are TWENTY (20) TRUE or FALSE questions in this part. Answer ALL questions in the answer booklet.**

Questions	True or False
1. Total reward is one of the strategic human resource managements (SHRM) components.	
2. Unexploited competitive advantage happens when all VRIO elements are achieved.	
3. External environment of the organization leads to the external strategies that are often related to general environment.	
4. Tall structures and flat structures are the examples of departmentalization level.	
5. Industries that provide raw materials are mainly involved in upstream markets.	
6. EU, ASEAN, OPEC – these are the examples of trends in globalization.	
7. The stronger the power of a supplier in an industry, the easier it is for the firms to make a profit.	
8. Centralization can be defined as companies' policies, procedures, job descriptions and rules which are written and explicitly articulated.	
9. To foster excellence skills is among the aims of SHRM.	
10. "To be the best food company, growing a better world" This is an example of a mission statement.	
11. Capacity, volatility and complexity are among environmental uncertainties.	
12. Factors for organizations to change include demographic workplace and changes in market conditions.	
13. Charismatic leadership is an example of trait theories.	
14. Integration is part of the SHRM's nature.	
15. International businesses involve large-scale operations.	
16. Practices and policies are among the 5Ps model of Human Resources.	
17. Unable to imitate is one of the building blocks in VRIO.	
18. Zara and Uniqlo are examples of franchising.	
19. Examples of physical characteristics for leaders include self – confidence and judgment.	
20. One of the advantages of SHRM is to provide a clear business strategy.	

**SECTION C**

**(40 Marks)**

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

**Question 1**

Ethics and social responsibility are about beliefs and concepts that a business attempts to adapt in the workplace.

- a) Name and explain any **TWO (2)** types of ethics. (8 marks)
- b) Explain with examples any **THREE (3)** social responsibilities. (12 marks)

**Question 2**

A strategic management process is a process by which a firm manages the formulation and implementation of its strategy.

- a) Discuss any **TWO (2)** SWOT analysis strategy. (10 marks)
- b) The PESTEL analysis strategy consists of six different elements. Describe the political and economic elements with appropriate examples to support your answer. (10 marks)

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