



FINAL EXAMINATION
MARCH 2024

COURSE TITLE	PRINCIPLES OF MANAGEMENT
COURSE CODE	RMGT2113
DATE/DAY	25 JUNE 2024 / TUESDAY
TIME/DURATION	09:00 AM - 11:00 AM / 02 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 6 Printed Pages including front page)

*****DO NOT OPEN THE 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

(20 Marks)

There are TWENTY (20) questions in this section. Answer ALL questions in the answer booklet.

1. _____ skills tend to be more important for first-line managers since they manage employees who produce the organization's product or service the organization's customers.
 - A. Human
 - B. Technical
 - C. Conceptual
 - D. Empirical

2. Bethany works for an international accounting firm noted for its superior quality of work. Employees check and double-check their work. The culture of this firm emphasizes _____.
 - A. attention to detail
 - B. outcomes
 - C. people
 - D. teams

3. Melanie had been buying raw materials locally but she is being underpriced by her competitors. She thinks there might be lower-cost materials elsewhere. What advice would you give Melanie?
 - A. She should engage in global sourcing.
 - B. She should engage in licensing.
 - C. She should engage in franchising.
 - D. She should develop strategic alliances with foreign companies.

4. When PETA supporters picketed Avon products because of its use of animals in the testing of its cosmetics, Avon changed its practices and stopped testing on animals. In this situation, Avon exercised _____.
 - A. social obligation
 - B. classical responsibility
 - C. social responsiveness
 - D. social engineering

5. Williamson is the owner of a small company that sells corporate gifts through an online store. Business has slowed down in recent months and he realizes that the organization must move in a different direction if it is to survive. He has reset some of the company's overall goals and wants to develop a plan to achieve those goals. He is anticipating the business environment to be volatile for the next few years. Considering the above information, it can be determined that his plan must be _____, _____, and _____.
- A. operational; directional; rigid
 - B. informal; unwritten; flexible
 - C. strategic; general; rigid
 - D. strategic; directional; flexible
6. Belinda wants to introduce a new model to the product line. Three models are being developed. Belinda can choose only one. She has decided to focus on target market size, production costs, and net profits. These are Belinda's _____.
- A. alternatives
 - B. criterion weights
 - C. decision criteria
 - D. problems
7. Sam is the manager at a department store. He has 20 employees working for him who are mostly unhappy and discontented with the way he threatens them for even minor errors. Which one of the following statements is likely to be true about Sam?
- A. Sam is a transactional leader.
 - B. Sam is using coercive power to get the job done.
 - C. Sam is a telling leader.
 - D. Sam is using referent power to get the job done.
8. 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

9. 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
10. What At the Saturn plant in Smyrna, Tennessee, groups of employees decided how their work would be done, by whom, and with what resources. These groups were given authority to decide who became members and to release any member who did not meet performance standards. Saturn had instituted a(n) _____ structure.
- A. boundaryless
 - B. virtual
 - C. team
 - D. project
11. Group A has been meeting for one month and is having some difficulty appointing its leader. At least three individuals are qualified to keep the group's focus on its objectives, but the group has yet to decide which person will lead. Group A is at the _____ stage.
- A. forming
 - B. performing
 - C. storming
 - D. norming
12. Team 3 has been working together for several years, implementing modifications to the company's current product. None of the members of this team are at the same location. They utilize a variety of graphic-electronic technologies to view the product onscreen in three-dimension at each location simultaneously. Which one of the following is the best way of describing Team 3?
- A. problem-solving
 - B. self-managed
 - C. virtual
 - D. cross-functional
13. 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

14. When a person tells his or her manager what the manager wants to hear, which one of the following barriers to effective interpersonal communication is the person using?
- A. Filtering
 - B. Selective Perception
 - C. Framing
 - D. Defensiveness
15. During the interview Ken was so impressed with Barbie's knowledge of aesthetic engineering he offered her the job on the spot. Unfortunately, her job performance did not meet his expectations. Ken may have fallen victim to _____.
- A. selective perception
 - B. stereotyping
 - C. assumed similarity
 - D. the halo effect
16. 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
17. In a familiar children's book, a little locomotive was asked to pull a heavy train up a steep mountain. The "little engine," as he was called, kept telling himself "I think I can. I think I can." The little engine was _____.
- A. high in need for affiliation
 - B. low in commitment
 - C. high in self-efficacy
 - D. low in risk avoidance
18. Flipping burgers at the local drive-thru is Marla's first job. She has no work experience, no marketable skills. Which one of the following would you suggest her manager do to keep Marla motivated to perform at her highest level?
- A. Pay her more than minimum wage.
 - B. Pair her with a long-term employee to train her in her job tasks.
 - C. Offer her a promotion if she meets specific goals.
 - D. Recognize her best performance with public praise.

19. Jill has tried hard to build a good rapport with her employees and knows each of their families. She encourages her employees to work hard, but to be certain to take time out for themselves and their families. Fiedler's contingency model would classify Jill as _____ oriented.
- A. production
 - B. consideration
 - C. task
 - D. relationship
20. Milan will be managing project engineers in 17 countries around the globe. To maximize his chances for success in these widely diverse cultures, Milan should adopt a(n) _____ leadership style.
- A. transactional
 - B. transformational
 - C. authentic
 - D. participative

SECTION B

(30 Marks)

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

QUESTION 1

(10 Marks)

Differentiate between *locus of control*, *machiavellianism*, *self-esteem* and *self-monitoring*.

QUESTION 2

(10 Marks)

Discuss the **FOUR (4)** best-known types of nonverbal communication. Include a specific example of each type of nonverbal communication to support your answer.

QUESTION 3

(10 Marks)

Explain any **FOUR (4)** contemporary views of leadership.

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