



**KOLEJ YAYASAN PELAJARAN JOHOR
FINAL EXAMINATION**

**COURSE NAME : FUNDAMENTALS OF
MANAGEMENT**

COURSE CODE : DHR1013

EXAMINATION : DECEMBER 2022

DURATION : 3 HOURS

INSTRUCTION TO CANDIDATES

1. This question paper consists of **TWO (2)** parts :
PART A (40 Marks)
PART B (60 Marks)
2. Candidates are not allowed to bring any material to examination room except with the permission from the invigilator.
3. Please check to make sure that this examination pack consist of:
 - i. The Question Paper
 - ii. An Objective Answer Paper
 - iii. An Answering Booklet

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This examination paper consists of 8 printed pages including front page

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PART A

This part consist of **TWENTY (20)** questions.

Answer ALL in Objective Answer Paper.

1. The four major functions of management include planning, leading, organizing, and _____.

- A directing
- B informing
- C controlling
- D administering

2. Which of the statement is related to first-line managers?

- A They need to master the conceptual skills.
- B Their main duty is to manage the staff department.
- C They provide the strategic direction for the organization.
- D They supervise the individuals who are directly responsible for producing the organization's product.

3.

- Defining goals
- Establishing strategies
- Developing action plans to coordinate activities

The above statement is referring to _____.

- A Leading
- B Planning
- C Controlling
- D Organizing

4. The importance of control in an organization are:
- Managers can fix mistakes that might be made by the employees
 - Managers must monitor the tasks performed by the employees
 - Managers cannot assume that all employees will not make mistakes
 - Organization always change due to changes of external environment
- A i, ii and iii
B i, ii and iv
C ii, iii and iv
D i, ii, iii and iv
5. X is responsible to set objectives that is consistent with the organization's objectives, planning as well as implementing the objectives. Pick the suitable position of X.
- A Team leader
B Top management
C Middle management
D Lower/line level management
6. Operational planning is performed by front line managers. Choose two (2) types of operational planning.
- A Goals and process
B Strategic and purpose
C Policy and programme
D Single use plan and standing plan
7. _____ is the process by which an organization makes decisions and takes actions to enhance its long run performance.
- A Tactical planning
B External planning
C Strategic planning
D Operational planning

8. In five years, Ahmad wants to become the car industry leader in his state. This statement can be considered as a _____ .
- A tactical planning
 - B method planning
 - C strategic planning
 - D operational planning
9. Which one is **not** a techniques for improving group decision making.
- A Brainstorming
 - B Group meeting
 - C Delphi technique
 - D Nominal group technique
10. The organizational structure must be formed according to the organizational needs and strategies. Which of the followings is **not** the key elements achieving organizational goals.
- A Work specialization and job design
 - B Leadership styles that can lead to subordinate achieve organization goal
 - C Departmentalization that groups individuals into units and units into department
 - D Span of control refers to the number of subordinate who report directly to a manager

11. The organization chart shows each department's function, position and the relationship between each department in the organization. Which of the following statements refer to the importance of an organization chart?
- It shows work segments group
 - It shows the type of jobs performed
 - It shows the duties and responsibilities
 - It shows the relationship between managers and subordinates
- A I,II and III
B I,II and IV
C II,III and IV
D All the above
12. The Expectancy Model suggests that motivation is determined by three individual beliefs: the perception that effort will lead to performance, the perception that rewards are attached to performance, and _____.
- A the opportunity to be self-actualized
B the balance between motivator factors and hygiene factors
C the perception that the outcomes, or rewards, are valuable to the individual
D an individual's feelings about how fairly he or she is treated in comparison with others
13. Leadership behavior or style that gives employees complete freedom is _____.
- A Mix style
B Laissez-faire
C Autocratic style
D Democratic style
14. _____ control method focuses on what occurs during the work process.
- A Feedback
B Production
C Concurrent
D Feedforward

15. When measuring an employee's actual performance, management need to consider the below aspects, **except**:
- A What to measure
 - B When to measure
 - C Where to measure
 - D How frequently to measure
16. Suzy Megan must translate a message received from her boss into a meaningful interpretation. This translation process contained which element of the communication process?
- A Feedback
 - B Message and medium
 - C Sender and message encoding
 - D Receiver and message decoding
17. Which of the following is not the purpose of communication?
- A Saving cost and time
 - B Dealing with customer
 - C Hiring and developing staff
 - D Interacting with regulatory agencies
18. Ahamed is telling about the sales progress to his manager through telephone. He explains that the sales trend analysis to the manager verbally. However, the manager asked him to meet personally in the office with the sales report. Match the problem with this example of communication given.
- A Noise
 - B Distrust
 - C Channel
 - D Decoding

19. Below are the advantages of strategic management, **except**:

- A Assist the management process
- B Helping the company find ways to be more competitive
- C Effectively deploying staff and resources to achieve these goals.
- D It allows a company to analyze areas for operational improvement

20. Which of the following is **not** a reason for an organization to practice business ethics?

- A To act with the right commitment.
- B To avoid negative corporate image.
- C To enhance stakeholder relationships.
- D To recover a company's image after being involved in a business scandal.

[40 MARKS]

PART B

This part contains of **THREE (3)** questions.

Answer ALL questions in Answer Sheet.

QUESTION 1

Discuss **five (5)** human needs based on Maslow's Hierarchy of Needs.

(20 marks)

QUESTION 2

Leaders are influential in shaping the expectations, perceptions, practices and behavior of everyone in their organization. Trevino, Hartman and Brown (2000) highlight that the 'moral manager' pillar makes ethical leadership stand out, which in turn greatly affects the corporate culture of an organization. Explain **four (4)** roles of ethical leadership in establishing ethical corporate culture.

(20 marks)

QUESTION 3

Discuss **four (4)** types of grapevine communication in an informal method of information transmission using a diagram.

(20 marks)

[60 MARKS]

END OF QUESTION PAPER