



**KOLEJ YAYASAN PELAJARAN JOHOR
FINAL EXAMINATION**

COURSE NAME	:	PRINCIPLE OF MANAGEMENT
COURSE CODE	:	DHM1053
EXAMINATION	:	JUNE 2024
DURATION	:	3 HOURS

INSTRUCTION TO CANDIDATES

1. This question paper consists of **THREE (3)** parts: **PART A (40 Marks)**
PART B (40 Marks)
PART C (20 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 consists of:
 - i. The Question Paper
 - ii. An Objective Answer Paper
 - iii. An Answering Booklet

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*This examination paper consists of **14** printed pages including front page*

PART A

This part consists of **FOURTY (40)** questions.

Answer ALL in Objective Answer Paper.

1. What is one of the key characteristics of an effective organization?
 - A Clear division of labor.
 - B High employee turnover.
 - C Focus on individual goals.
 - D Lack of communication channels.

2. Which management function involves setting goals and deciding how to achieve them?
 - A Leading.
 - B Planning.
 - C Controlling.
 - D Organizing.

3. What type of skills are most important for first-line managers?
 - A Human skills.
 - B Financial skills.
 - C Technical skills.
 - D Conceptual skills.

4. What is one of the key characteristics of an effective organization?
 - A Clear division of labor.
 - B High employee turnover.
 - C Focus on individual goals.
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5. Why is planning considered the first function of management?
- A It is the easiest function to perform.
 - B It focuses on short-term objectives only.
 - C It involves the final assessment of organizational activities.
 - D It establishes the foundation for all other management functions.
6. Why is it important for managers to possess technical skills?
- A To delegate tasks effectively.
 - B To motivate and inspire their team.
 - C To set strategic goals for the organization.
 - D To understand and perform specific tasks related to their area of expertise.
7. How does effective communication play a role in the management process?
- A It reduces the need for control and monitoring.
 - B It eliminates the need for planning and organizing.
 - C It primarily focuses on external stakeholder relationships.
 - D It ensures that all members of the organization understand their roles and responsibilities.
8. If an organization needs to launch a new product in a competitive market, which management function would be crucial in the initial stages?
- A Staffing.
 - B Leading.
 - C Planning.
 - D Controlling.

9. Who is responsible for setting the strategic goals of an organization?
- A Top managers.
 - B Operational staff.
 - C Middle managers.
 - D First-line managers.
10. The purpose of setting organizational objectives is to _____.
- A Guide the planning process.
 - B Identify financial constraints.
 - C Define the company's mission.
 - D Evaluate employee performance.
11. How does tactical planning contribute to the overall strategic plan of an organization?
- A By focusing on routine tasks.
 - B By ignoring the long-term objectives.
 - C By replacing the need for strategic planning.
 - D By translating strategic goals into specific short-term actions and plans.
12. What role do vision and mission statements play in the planning process?
- A They focus on financial forecasting.
 - B They are used solely for marketing purposes.
 - C They provide detailed instructions for day-to-day activities.
 - D They establish the overall purpose and direction of the organization.
13. In which way can effective planning enhance organizational performance?
- A By minimizing the involvement of employees.
 - B By focusing only on immediate financial gains.
 - C By ensuring that no changes are made to the initial plan.
 - D By allowing the organization to set realistic and achievable goals.

14. To ensure that the organization's resources are used efficiently, a manager monitors progress and makes adjustments as needed. This application is part of which stage in the planning process?
- A Evaluating results.
 - B Setting objectives.
 - C Developing premises.
 - D Implementing the plan.
15. What is a characteristic of a flat organizational structure?
- A Wide span of control.
 - B Centralized decision-making.
 - C Many levels of management.
 - D High degree of specialization.
16. What is the purpose of creating an organizational chart?
- A To set long-term goals.
 - B To establish financial plans.
 - C To monitor employee performance.
 - D To define the roles and relationships within an organization.
17. Why is it important for an organization to have a clear organizational structure?
- A To eliminate the need for training.
 - B To reduce the need for communication.
 - C To ensure that all employees have the same job description.
 - D To define roles and responsibilities clearly, facilitating coordination and efficiency.

18. What role do managers play in the organizing function of management?
- A They set the strategic goals of the organization.
 - B They eliminate the need for formal communication channels.
 - C They focus solely on the financial performance of the company.
 - D They create the organizational structure and allocate resources accordingly.
19. What is the primary purpose of creating an organizational chart?
- A To create marketing strategies.
 - B To establish financial objectives.
 - C To set employee performance goals.
 - D To illustrate the formal structure of an organization.
20. A company plans to expand internationally. What organizational structure should a manager implement to manage different geographic markets effectively?
- A Functional structure.
 - B Divisional structure based on geographic regions.
 - C Matrix structure with regional and product managers.
 - D Centralized structure with all decisions made at headquarters.
21. What is the definition of motivation in a management context?
- A The development of organizational goals.
 - B The act of supervising employee performance.
 - C The process of delegating tasks to employees.
 - D The process of stimulating people to actions to accomplish goals.

22. McGregor's Theory X assumes that employees are generally _____.
- A Motivated by social needs.
 - B Driven by self-actualization.
 - C Unmotivated and dislike work.
 - D Self-motivated and enjoy work.
23. Which best describes the concept of motivation in the context of management?
- A A managerial tool to discipline employees.
 - B A financial incentive given to employees for performance.
 - C A legal obligation that requires employees to complete tasks.
 - D The set of forces that initiate, direct, and make people persist in their efforts to accomplish a goal.
24. How does Maslow's hierarchy of needs apply to employee motivation?
- A It argues that employees are motivated solely by social interaction.
 - B It emphasizes that safety needs are the highest form of motivation.
 - C It suggests that all employees are primarily motivated by financial rewards.
 - D It indicates that employees need to have their lower-level needs met before they can be motivated by higher-level needs.
25. Why are physiological needs considered fundamental in Maslow's hierarchy?
- A They include the need for esteem and recognition.
 - B They involve the need for social belonging and relationships.
 - C They relate to the desire for self-fulfillment and personal growth.
 - D They encompass basic survival needs such as food, water, and shelter.

26. What does the behavioral approach to leadership emphasize?
- A Leaders are born, not made.
 - B Leadership traits are inherent.
 - C Leadership behaviors can be learned.
 - D Only specific traits can make a leader.
27. What is a key difference between task-oriented and employee-oriented leadership styles?
- A Neither focuses on job completion.
 - B Both focus equally on job completion and employee development.
 - C Task-oriented focuses on job completion, employee-oriented focuses on employee development.
 - D Employee-oriented focuses on job completion, task-oriented focuses on employee development.
28. Which of the following best illustrates the concept of leadership functions in the behavioral approach?
- A A leader who relies on strict rules and regulations.
 - B A leader who is born with charisma and confidence.
 - C A leader who avoids direct interaction with team members.
 - D A leader who learns and practices suggesting solutions and offering advice.
29. Why might a manager choose to adopt an employee-oriented leadership style?
- A To maintain a hierarchical structure within the team.
 - B To focus exclusively on achieving organizational goals.
 - C To enhance productivity through strict supervision and control.
 - D To build a supportive work environment and improve employee morale.

30. Why is it important for leaders to understand different leadership theories and styles?
- A To adhere strictly to traditional leadership methods.
 - B To maintain a rigid hierarchy within the organization.
 - C To consistently apply a single, unchanging leadership style.
 - D To better adapt their approach to the needs of their team and situational demands.
31. What is the definition of controlling in management?
- A Leading and motivating employees.
 - B Organizing resources and personnel.
 - C Planning the future activities of an organization.
 - D Monitoring performance and taking action to ensure desired results.
32. What is the first step in the control process?
- A Establish standards.
 - B Take corrective action.
 - C Measure performance.
 - D Compare performance to standards.
33. Why is it important for managers to establish performance standards in the control process?
- A To create a relaxed work environment.
 - B To punish employees for poor performance.
 - C To avoid having to monitor performance regularly.
 - D To provide measurable targets for performance comparison.

34. What is the primary purpose of steering control during the work process?
- A To finalize the end results of the work.
 - B To spot and correct problems as they develop.
 - C To measure the results after the action is completed.
 - D To anticipate potential problems before starting work.
35. How does controlling assist the management process in dealing with change and uncertainty?
- A By eliminating the need for delegation.
 - B By ensuring that all future plans and goals are set in stone.
 - C By preventing any changes from occurring within the organization.
 - D By enabling managers to adapt to market shifts and new regulations.
36. What is the definition of communication in the context of management?
- A The ability to write detailed reports.
 - B The act of speaking to a large audience.
 - C The use of technology in conveying messages.
 - D The transferring and understanding of meaning.
37. What is the first step in the communication process?
- A Sending.
 - B Encoding.
 - C Decoding.
 - D Feedback.

38. How does communication contribute to coordination within an organization?
- A By creating chaos and confusion.
 - B By limiting interactions between teams.
 - C By aligning activities towards common goals.
 - D By increasing competition between departments.
39. Why is it important for managers to communicate decisions to all persons in the organization?
- A To create confusion and chaos.
 - B To maintain secrecy and control.
 - C To facilitate understanding and implementation.
 - D To ensure everyone knows who made the decision.
40. How does communication support the organizational functions of planning, organizing, leading, and controlling?
- A By hindering the implementation of strategies.
 - B By ensuring everyone has access to all information.
 - C By facilitating coordination and alignment of activities.
 - D By encouraging individual goals over organizational goals.

[40 MARKS]

PART B

This part consists of **FOUR (4)** questions.

Answer ALL questions in Answering Booklet.

QUESTION 1

Planning is the process of setting goals, outlining strategies, and establishing actions or steps required to achieve those goals within a specified timeframe. It involves assessing the current situation, identifying future objectives, and developing a roadmap or blueprint to guide decision-making and resource allocation.

a. State **four (4)** processes of decision making.

(4 marks)

b. Explain **three (3)** barriers to planning.

(6 marks)

QUESTION 2

Organizing is the process of structuring, arranging, and coordinating resources, people, and activities within an organization to achieve specific objectives efficiently and effectively. It involves determining the roles and responsibilities of individuals or groups, establishing reporting relationships, and defining workflows and communication channels.

a. Recognize **four (4)** factors to determine the number of subordinates that should come under a manager.

(4 marks)

b. Interpret **three (3)** common bases for dividing the work into departments.

(6 marks)

QUESTION 3

Motivation refers to the inner drive, desire, or energy that prompts individuals to take action towards achieving a specific goal or fulfilling a particular need. It is the force that stimulates, sustains, and directs behavior, influencing the intensity, direction, and persistence of one's efforts.

- a. Name **four (4)** characteristics of employees from managers of Theory Y.

(4 marks)

- b. Describe **three (3)** needs from "Theory of motivation" by Abraham Maslow.

(6 marks)

QUESTION 4

Control, in the context of management, refers to the process of monitoring, evaluating, and regulating organizational activities and performance to ensure that they align with predetermined standards, goals, and objectives. It involves comparing actual results with planned objectives, identifying deviations or variances, and taking corrective action when necessary to maintain or improve performance.

- a. List **four (4)** types of control.

(4 marks)

- b. Discuss **three (3)** importance of controlling.

(6 marks)

[40 MARKS]

PART C

This part consists of **TWO (2)** questions. Answer ALL questions in Answering Booklet.

QUESTION 1

The effects of miscommunication in an organization can be significant and far-reaching, impacting various aspects of operations, productivity, morale, and ultimately, the organization's overall performance.

Illustrate the process of communication to prevent miscommunication in the future.

(10 marks)

QUESTION 2

Leadership is the process of influencing and inspiring others to achieve common goals or objectives. It involves guiding, directing, and motivating individuals or groups towards the accomplishment of a shared vision or purpose. Leadership encompasses various roles and behaviors, including setting direction, making decisions, providing guidance, and fostering collaboration and teamwork.

Discuss the comparison that was conducted to search for traits commonly found in leaders.

(10 marks)

[20 MARKS]

END OF QUESTION PAPER

