

KOLEJ UNIVERSITI TUNKU ABDUL RAHMAN  
FACULTY OF ACCOUNTANCY, FINANCE AND BUSINESS  
ACADEMIC YEAR 2017/2018  
SEPTEMBER EXAMINATION  
**ABDM1123 PRINCIPLES OF MANAGEMENT**

TUESDAY, 12 SEPTEMBER 2017

TIME: 2.00 PM – 4.00 PM (2 HOURS)

DIPLOMA IN BANKING AND FINANCE

**Instructions to Candidates:**

**SECTION A (25 marks)**

Answer **ALL TEN (10)** sub-questions:

Each of the sub-questions numbered 1.1 to 1.10 has only one correct answer.

You are required to give your answer on the question paper by placing a circle “O” around the letter (either A, B, C, or D) that gives the correct answer to each sub-question.

If you wish to change your mind about an answer, block out your first attempt and then encircle another letter. If you do not indicate clearly your final choice or if you encircle more than one letter, no mark will be awarded for the sub-question concerned.

**NOTE: SECTION A MUST BE DETACHED AND TIED TOGETHER WITH YOUR ANSWER BOOKLET BEFORE IT IS HANDED IN.**

**SECTION B (75 marks)**

Answer **THREE (3)** out of four (4) questions.

All questions carry equal marks.

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SEAT NO: \_\_\_\_\_

INDEX NO. (IN FIGURES): \_\_\_\_\_

INDEX NO. (IN WORDS): \_\_\_\_\_

**SECTION A (25 marks)**Answer **ALL TEN (10)** sub-questions.**Question 1**

- 1.1 Conceptual, human and technical skills are essential to which managerial level?
- A. Top managers.
  - B. Middle managers.
  - C. First line managers.
  - D. All of these.
- 1.2 Below are all the characteristics of Weberian bureaucracy **EXCEPT** \_\_\_\_\_.
- A. management is the same as the ownership of the organisation
  - B. labour is divided with clear definitions of authority and responsibility that are legitimised as official duties
  - C. positions are organised in a hierarchy of authority, with each position under the authority of a higher one
  - D. all personnel are selected and promoted based on technical qualifications
- 1.3 \_\_\_\_\_ focuses on managing the whole organisation to deliver quality to customers.
- A. Bureaucracy
  - B. Total Quality Management
  - C. Management By Objective
  - D. Theory X
- 1.4 Kenny is a manager at Trinity Gaming. He recently attended a seminar on goal setting. He wishes to use goals to provide a sense of direction to his staffs. He is using goals as a \_\_\_\_\_.
- A. way to legitimise her department
  - B. guide to action
  - C. standard of performance
  - D. source of motivation
- 1.5 The plan of action that deals with resource allocation and other activities for dealing with the environment and helping the organisation achieving its goals is known as a (an) \_\_\_\_\_.
- A. goal
  - B. objective
  - C. strategy
  - D. vision

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- 1.6 Alex was recently looking at his company's organisation chart in an attempt to discover who reports to whom. Alex is studying his organisation's \_\_\_\_\_.
- A. degree of formalisation
  - B. amount of differentiation
  - C. chain of command
  - D. degree of centralisation
- 1.7 Downsizing is best described as \_\_\_\_\_.
- A. the effort to achieve maximum corporate effectiveness
  - B. the transition from corporate equity to corporate debt
  - C. the sale of less efficient operating units
  - D. the planned elimination of organisational positions
- 1.8 All of the following are leadership qualities **EXCEPT** \_\_\_\_\_.
- A. visionary
  - B. innovativeness
  - C. promoting change
  - D. structured
- 1.9 \_\_\_\_\_ refers to the degree to which an employee performs a total job with recognisable beginning and ending.
- A. Task complexity
  - B. Task identity
  - C. Task significance
  - D. Task structure
- 1.10 All well designed control systems involve the use of \_\_\_\_\_ to determine whether performance meets established standards.
- A. feedback
  - B. opinions
  - C. advice
  - D. consultants

[Total: 25 marks]

**ABDM1123 PRINCIPLES OF MANAGEMENT****SECTION B (75 marks)**

Answer **THREE (3)** out of four (4) questions.

**Question 2**

- (a) Define management and list any **SIX (6)** managerial roles of manager. (7 marks)
- (b) Explain the **FOUR (4)** management functions. (10 marks)
- (c) Explain **FOUR (4)** advantages of Frederick Taylor's scientific management theory. (8 marks)
- [Total: 25 marks]

**Question 3**

- (a) Distinguish between single use plan and standing plan. (6 marks)
- (b) Examine the **FOUR (4)** categories of business units under the Boston Consulting Group (BCG). (10 marks)
- (c) Differentiate the three levels of strategy in an organisation. (9 marks)
- [Total: 25marks]

**Question 4**

- (a) Discuss the **THREE (3)** advantages of a functional structure. (9 marks)
- (b) Outline any **SIX (6)** characteristics of an organic structure. (6 marks)
- (c) Explain **FIVE (5)** sources of leader power that leaders can use to influence others. (10 marks)
- [Total: 25marks]

**Question 5**

- (a) Differentiate between intrinsic and extrinsic rewards. (4 marks)
- (b) Explain the following terms with appropriate examples:
- (i) Job simplification; (4 marks)
- (ii) Job rotation; and (4 marks)
- (iii) Job enrichment. (4 marks)
- (c) Compare and contrast the **THREE (3)** approaches to bureaucratic control. (9 marks)
- [Total: 25 marks]