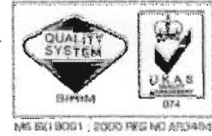




UNIVERSITI SAINS ISLAM MALAYSIA
جامعة العلوم الإسلامية الماليزية
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA



**FINAL EXAMINATION
SEMESTER I, ACADEMIC SESSION 2007/2008**

DATE : OCT-NOV 2007

DURATION : 2 HOURS 30 MINUTES

AAM 3013

**PRINSIP DAN AMALAN PENGURUSAN
(PRINCIPLES AND PRACTICES OF MANAGEMENT)**

INSTRUCTIONS TO CANDIDATES:

1. This paper contains **TWO (2)** parts: **Part A** and **Part B**.
2. Answer **ALL** questions in the **OMR** form provided.
3. Candidates are not allowed to take question papers out of the examination hall.
4. Please complete your particular in the **Borang H** provided.

DO NOT OPEN THIS QUESTION BOOKLET UNTIL YOU ARE TOLD TO DO SO

This question booklet has **EIGHT (8)** printed pages excluding this cover page

SECTION A: TRUE/FALSE QUESTIONS (30 QUESTIONS)**PLEASE ANSWER ALL QUESTIONS IN THE OMR SHEET BY INDICATING "A" FOR TRUE AND "B" FOR FALSE**

1. Efficiency and effectiveness mean the same thing.
 - a. TRUE
 - b. FALSE

2. In an MBO program, it does not matter if objectives are set jointly by a manager and her subordinate, or if the manager imposes them.
 - a. TRUE
 - b. FALSE

3. The classical approaches to management tend to view people like cogs in a machine, and tend to ignore human needs.
 - a. TRUE
 - b. FALSE

4. Managers have legitimate power that derives from the formal authority of their positions.
 - a. TRUE
 - b. FALSE

5. A generation ago, organizations rewarded employees for their efficiency, but today the emphasis is on length of service.
 - a. TRUE
 - b. FALSE

6. Strategic management and strategic planning provide direction and momentum to an organization but do not encourage new ideas.
 - a. TRUE
 - b. FALSE

7. TQM is initiated by lower level managers and affects top management last.
 - a. TRUE
 - b. FALSE

8. Effective planning requires the manager to involve subordinates to determine resources, opportunities, and goals.
 - a. TRUE
 - b. FALSE

9. The "management process" is the same as the "four management functions."
 - a. TRUE
 - b. FALSE

10. People tend to exert less effort when working in groups than when working alone, and this tendency is called dysfunctional conflict.
 - a. TRUE
 - b. FALSE

11. Strategic goals are set by and for middle managers; they focus on the actions needed to achieve operational goals
 - a. TRUE
 - b. FALSE

12. "Servant leaders" focus on meeting the goals of both followers and the organization.
 - a. TRUE
 - b. FALSE

13. Effective teamwork can result in significant improvements in organizational productivity.
 - a. TRUE
 - b. FALSE

14. People have certain needs that motivate them to perform specific behaviours for which they receive rewards to satisfy their original needs.
 - a. TRUE
 - b. FALSE

15. Tactical planning is done by first-line managers and looks forward to the next 1-3 weeks.
 - a. TRUE
 - b. FALSE

16. Managers must try to ensure that their decisions are both lawful and ethical.
 - a. TRUE
 - b. FALSE

17. Group cohesion arises during the norming stage of group development.
 - a. TRUE
 - b. FALSE

18. A mission statement expresses what the organization should become, where it wants to go strategically.
 - a. TRUE
 - b. FALSE

19. Groups make better decisions than most individuals acting alone.
 - a. TRUE
 - b. FALSE

20. Human skills are critical for first level and middle managers, but not for top managers.
 - a. TRUE
 - b. FALSE

21. A sustainable competitive advantage is the ability of an organization to produce goods or services more effectively than its competitors and outperform them.
 - a. TRUE
 - b. FALSE

22. A good vision statement challenges and inspires people.
- TRUE
 - FALSE
23. People who have been involved in making a decision are more likely to be committed to implement it.
- TRUE
 - FALSE
24. Managers should try to extinguish the grapevine by punishing people who use it.
- TRUE
 - FALSE
25. Corporate culture can vary widely across organizations on dimensions of employee relations, teamwork, and risk taking.
- TRUE
 - FALSE
26. A strategy is a large-scale action plan that sets direction for an organization
- TRUE
 - FALSE
27. In a matrix structure, some subordinates report to two bosses.
- TRUE
 - FALSE
28. The "social glue" that binds shareholders with the organization's board of directors is called organizational culture.
- TRUE
 - FALSE
29. The spirit of innovation is essential to keeping an organization vital in maintaining a competitive advantage.
- TRUE
 - FALSE
30. An uncomfortable meeting site can be an example of noise in the communication process.
- TRUE
 - FALSE

SECTION B: MULTIPLE CHOICES QUESTIONS (30 QUESTIONS)**PLEASE CHOOSE THE CORRECT ANSWER AND INDICATE IT IN THE OMR SHEET.**

31. A team manager is resolving the conflicts that exist among the members of his team in an organization. This is an example of:
- A) planning
 - B) organizing
 - C) leading
 - D) controlling
 - E) heading
32. Which of the following is NOT an example of a force for change originating outside the organization?
- A) Market changes
 - B) Technological advancements
 - C) Social and political pressures
 - D) Employee problems
 - E) Demographic changes in the workforce
33. The power that managers have that results from their formal positions within organizations is called _____ power.
- A) Legitimate
 - B) Referent
 - C) Reward
 - D) Punishment
 - E) Expert
34. Top executives at XYZ Company want to let lower level managers know that XYZ is going to be acquired by ABC, Inc. What is the best method to communicate this to lower level managers?
- A) Send a memo to all managers
 - B) Send an email to all managers
 - C) Call a meeting of managers
 - D) Post a notice on all bulletin boards
 - E) Schedule a conference phone call
35. Organizational culture can be described as:
- A) A system of shared beliefs and values
 - B) "Social glue"
 - C) An organization's personality
 - D) Something that guides the behaviour of organizational members
 - E) All of the above
36. Choose the right order from basic to highest level of the Maslow's hierarchy/level of needs:
- A) Self-actualization, esteem, belongingness, safety, and physiological
 - B) Self-actualization, belongingness, esteem, safety, and physiological
 - C) Physiological, safety, esteem, belongingness, and self-actualization
 - D) Physiological, safety, belongingness, esteem, and self-actualization
 - E) Safety, physiological, belongingness, esteem, and self-actualization

37. A change that represents the introduction of a new practice to an organization that is not new to the industry is called a(n):
- A) Adaptive change
 - B) Reactive change
 - C) Proactive change
 - D) Innovative change
 - E) Radically innovative change
38. Effective strategic management involves:
- A) Only top management
 - B) Only top and middle management
 - C) Only middle and lower management levels
 - D) Only lower management level
 - E) All levels of management
39. Communications that follow the chain of command and are considered as official are known as:
- A) Vertical
 - B) Horizontal
 - C) External
 - D) Formal
 - E) Informal
40. When workers perceive they are being treated fairly on the job, they are most likely to:
- A) Be more satisfied with their jobs
 - B) Feel less committed to the organization
 - C) Be absent more often
 - D) Quit their jobs
 - E) Steal supplies and equipment
41. Planning is:
- A) coping with uncertainty by formulating future courses of action to achieve specified results
 - B) setting goals and deciding how to achieve them
 - C) correcting problems that have occurred
 - D) both a and b
 - E) all of the above
42. Which of the following is NOT an important factors that manager should consider in deciding whether to use a group?
- A) Need for quality of the decision
 - B) Popularity with subordinates
 - C) Acceptance of the decision
 - D) Development of subordinates
43. The viewpoint that emphasizes the importance of understanding human behavior and of motivating employees toward achievement is the _____ viewpoint.
- A) Classical
 - B) Behavioral
 - C) Hawthorne
 - D) Scientific management
 - E) Administrative

44. XYZ Corporation communicates its revised mission statement to all employees. This is an example of:
- A) External communication
 - B) Downward communication
 - C) Upward communication
 - D) Horizontal communication
45. Managers who make strategic and long-term decisions about the overall direction of the organization are likely to be:
- A) first level managers
 - B) middle managers
 - C) top managers
 - D) functional managers
 - E) general managers
46. A company that focuses on developing new products or services and in seeking out new markets, rather than waiting for things to happen, is known as:
- A) Defenders
 - B) Analyzers
 - C) Adaptors
 - D) Prospectors
 - E) Reactors
47. Organizations can help to make innovation happen by:
- A) Creating a culture that celebrates failure
 - B) Supporting innovation with resources
 - C) Rewarding successful innovations but punishing when innovations don't succeed
 - D) All of the above
 - E) Both A and B
48. The right to make decisions and give orders is called:
- A) Accountability
 - B) Responsibility
 - C) Delegation
 - D) Authority
 - E) Position
49. The idea that management should pay more attention to employees came out of:
- A) Frederick Taylor's Scientific Management
 - B) Fayol's Administrative Management
 - C) The Hawthorne studies
 - D) Operations research
 - E) Theory Y
50. Which of the following is in the correct order?
- A) Mission statement, vision statement, strategic planning, tactical planning, operational planning
 - B) Vision statement, mission statement, strategic planning, operational planning, tactical planning
 - C) Vision statement, mission statement, strategic planning, tactical planning, operational planning
 - D) Mission statement, vision statement, strategic planning, operational planning, tactical planning
 - E) Mission statement, vision statement, tactical planning, strategic planning, operational planning

51. In ABC Insurance, almost all-important decisions are made by top management. ABC is an example of a _____ organization.
- A) Tall
 - B) Centralized
 - C) Nonprofit
 - D) Matrix
 - E) Organic
52. Ali, Inc. is selling off land, buildings and some of its product inventory. It is pursuing a _____ strategy.
- A) Growth
 - B) Stability
 - C) Defensive
 - D) Retrenchment
 - E) Prospector
53. Which of the following is NOT one of the principal skills that managers need?
- A) technical
 - B) conceptual
 - C) human
 - D) physical
54. _____ is (are) a "we" feeling that binds group members together.
- A) Groupthink
 - B) Cohesion
 - C) Norms
 - D) Roles
 - E) Loafing
55. A "SMART" goal is one that is:
- A) Specific, maintainable, attainable, realistic, and time-bound
 - B) Specific, measurable, attainable, results-oriented, and time-bound
 - C) Specific, maintainable, achievement-oriented, real-time, and targeted
 - D) Specific, measurable, affordable, realistic, and targeted
 - E) Specific, maintainable, aligned with other goals, realistic, and time-bound
56. When analyzing the "S" in a SWOT analysis, a manager might be assessing:
- A) Possible challenges in the market
 - B) Competitors' actions
 - C) High turnover of employees
 - D) Good financial resources of the firm
 - E) Governmental actions
57. The belief that ones' own culture is better than another culture is called:
- A) reverse discrimination
 - B) stereotyping
 - C) ethnocentrism
 - D) an ethical dilemma
 - E) diversity
58. Which of the following is NOT an example of a force for change originating outside the organization?
- A) Market changes
 - B) Technological advancements
 - C) Social and political pressures
 - D) Employee problems
 - E) Demographic changes in the workforce

59. Management and leadership are considered _____.
- A) Opposites
 - B) Parallel to each other
 - C) Complementary to each other
 - D) Equal to each other
 - E) To have some similarities
60. Which of the following is TRUE for teamwork:
- A) Improves quality and decreases productivity
 - B) Improves workplace cohesiveness and reduces speed
 - C) Improves speed and decreases costs
 - D) Increases costs and improves cohesiveness
 - E) Increases internal competition and increases speed