

Stamford College Group
School Of Computer Sciences (SOCS)



Bachelor of Computer Science (Hons)
External Degree USM Programme
(In Collaboration with Universiti Sains Malaysia)

August/September 1998

AKW101 - Introduction to Management

Time : [2 hours]

INSTRUCTIONS TO CANDIDATES:

- Please ensure that this examination paper contains **100 questions (70 objective questions and 30 true/false questions)** in **SIXTEEN (16)** printed pages before you start the examination.
 - Answer **ALL** questions on the OMR form using 2B pencil. **MAKE SURE YOU WRITE YOUR INDEX NUMBER CORRECTLY.** Marks will be deducted for every wrong answer.
 - On each page, write *only your student ID*.
 - **QUESTION PAPER MUST BE RETURNED TOGETHER WITH THE ANSWER SHEET.**
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1. A _____ for someone who is going to cut paths through forest undergrowth for survey crews could require the individual to be hardworking, not afraid of snakes, able to tolerate hot weather, punctual, able to follow orders, and able to walk 25 miles a day carrying 75 pounds of equipment.
 - (A) skills inventory
 - (B) job specification
 - (C) job description
 - (D) skills analysis

2. In order to avoid being nagged by his wife, the husband immediately removed the pine tree that has toppled into the swimming pool rather than waiting for a tree removal expert. This situation exemplifies:
 - (A) positive reinforcement
 - (B) punishment
 - (C) extinction
 - (D) negative reinforcement

3. Which of the following is an example of two-way communication?
 - (A) an invoice from a supplier
 - (B) a memo from the production manager
 - (C) a video teleconference
 - (D) a company newsletter

4. A manager would not use a control system to:
 - (A) identify opportunities
 - (B) centralize authority
 - (C) handle complex situations
 - (D) cope with uncertainty

5. Informal groups:
 - (A) may or may not further the goals of the organization
 - (B) are established by the organization to serve group members' social needs
 - (C) never draw their membership from formal groups
 - (D) can be defined as formal groups that meet outside the workplace

6. What do W.Edwards Deming, Kaoru Ishikawa, and J.M. Juran have in common?
 - (A) they developed the principles of just-in-time inventory control
 - (B) they developed the fundamental principles of TQM
 - (C) they are the experts whose studies led to the downsizing of many American organizations
 - (D) they studied the way intrinsic rewards can be used to motivate employees

7. Which of the following countries would be classified as newly industrialized counties (NICs) because it exports so many manufactured goods?
 - (A) Egypt
 - (B) Canada
 - (C) Albania
 - (D) Hong Kong

8. A caterer that is able to prepare all the food for a wedding reception using only 11.4 direct labour hours is more _____ than another caterer who required 12.7 direct labour hours to prepare the identical menu.
- (A) productive
 - (B) effective
 - (C) efficient
 - (D) reliable
9. Which of the following is an example of one of the elements of an internal environment such might be found at a bicycle repair shop?
- (A) a strike staged by the trucking company that delivers new inventory
 - (B) the camaraderie of the shop's employees
 - (C) a new law which prohibits the sale of bicycles without proof that the customer owns the appropriate safety equipment
 - (D) a recall from one of the shop's major suppliers
10. As employees of YTL Corporation, Andrew Sheng and D. Vellu have been selected to participate in a group that will establish ethical policies for the firm as well as resolve major questions such as when is a bribe a token of friendship and at what point do competitive activities become unethical. Andrew and Vellu belong to a(n):
- (A) ethical committee
 - (B) moral task force
 - (C) ad hoc committee
 - (D) ethical majority
11. Last week, recent USM graduate Yusof Haslam selected and purchased his first new automobile. This would be an example of a (n) _____ decision.
- (A) rational
 - (B) opportunity
 - (C) programmed
 - (D) nonprogrammed
12. If Tenaga Nasional Berhad has a goal to increase the literacy rate of its employees, it would be an example of a (n) _____ goal.
- (A) qualitative
 - (B) descriptive
 - (C) quantitative
 - (D) objective
13. When the average span of control in an organization is narrow, the organization most likely:
- (A) has a low degree of formalization
 - (B) has a relatively flat structure
 - (C) is highly centralized
 - (D) has a tall structure

14. A small manufacturing firm that wants to ensure efficient use of its resources, create clear career paths for its managers, enjoy economies of scale, and have technological advantages over its competitors should use the _____ structure.
- (A) divisional
 - (B) hybrid
 - (C) functional
 - (D) matrix
15. The three major types of tests used in the selection process are:
- (A) aptitude, attitude, and personality
 - (B) ability, aptitude, and intelligence
 - (C) ability, personality, and performance
 - (D) intelligence, personality, and honesty
16. The president of Famos Manufacturing Company can use his _____ power to fire all of his line personnel if they continued to ignore the new safety regulations.
- (A) legal
 - (B) coercive
 - (C) charismatic
 - (D) referent
17. Sani spent 3 hours crafting the memo which explained how and why Acme Corporation would no longer be paying any overtime. Within the communication process, the act of selecting the words and assessing how the employees would receive the message is called:
- (A) encoding
 - (B) perception
 - (C) decoding
 - (D) channeling
18. An entrepreneurial culture would:
- (A) be driven by perceptions of opportunity
 - (B) experience slow evolutionary change
 - (C) have many hierarchical levels
 - (D) want to own all the resources it uses
19. In the consumer behaviour class, the instructor formed groups of nine. Each group was asked to prepare a thorough study of the macro-environment of an electronic firm in the free trade zone area of Penang. Which of the following events can each group expect to experience?
- (A) Group satisfaction will be high because each member will perform group task roles
 - (B) The group will contain at least one free rider
 - (C) Disagreements will not occur because someone will perform the group maintenance role
 - (D) No one person or faction will dominate the group

20. A(n) _____ control would assess how well the marketing department was implementing its plan to increase sales of videoconferencing equipment by 10 percent by using more trade promotion during the next fiscal year.
- (A) operational
 - (B) strategic
 - (C) tactical
 - (D) functional
21. Which of the following would make the most use of quality controls?
- (A) the chairman of Telekom Malaysia's board of directors
 - (B) the president of Levi Strauss
 - (C) the restaurant manager in Berjaya Hotel
 - (D) the president of Stamford College
22. A multinational corporation (MNC):
- (A) must have at least 50% of its sales in host countries
 - (B) must have subsidiaries in at least 10 host countries
 - (C) must be headquartered in a developed country
 - (D) takes a global perspective when it comes to allocating resources and coordinating activities
23. Which of the following does not describe a trend that is likely to impact managerial work in the future?
- (A) the increasing importance of quality
 - (B) the growing diversity of the work force
 - (C) the declining reliance on computers
 - (D) the expanding public concern with managerial ethics
24. _____ management is an approach that emphasizes the need for organizations to operate in a rational manner rather than relying on the arbitrary whims of the owner.
- (A) administrative
 - (B) bureaucratic
 - (C) contingency
 - (D) scientific
25. In _____ culture, the emphasis in the communication process is on establishing and strengthening relationships in the course of exchanging information.
- (A) low context
 - (B) feminine-oriented
 - (C) masculine-oriented
 - (D) high context
26. The store manager, the shift managers, and all the employees of one local Wendy's restaurant who report to that manager make up a (n):
- (A) task force
 - (B) functional group
 - (C) ad hoc committee
 - (D) work committee

27. Most people agree that the primary role of management in publicly held corporations is to:
- (A) earn profits and dividends for shareholders
 - (B) provide a motivational atmosphere for employees
 - (C) extend the company's area of influence
 - (D) obey the law regarding how it interrelates with its social stakeholders
28. A sign in the aeroplane which reads, "No smoking" is an example of an organizational:
- (A) policy
 - (B) procedure
 - (C) rule
 - (D) single-use plan
29. As an investor in a private art academy, Kamal can expect the school's mission to show:
- (A) how the school and its faculty plan to expand the school in the future
 - (B) what other similar programs are offered to art students
 - (C) a complete list of all classes offered by the academy
 - (D) the interrelatedness of the academy's task environment
30. Which of the following is not an example of a core job characteristic?
- (A) skill variety
 - (B) task authority
 - (C) task significance
 - (D) autonomy
31. Which of the following describes an advantage inherent in internal recruiting?
- (A) candidates may bring new idea to the company
 - (B) candidates may bring new skills to the company
 - (C) candidate selection is not susceptible to office politics
 - (D) internal morale is increased due to upward-mobility opportunities
32. Both formalization and centralization are high in organizations which use _____ production.
- (A) continuous-process
 - (B) large-batch and mass
 - (C) small-batch and unit
 - (D) small-batch and mass
33. Which of the following statements about motivation is true?
- (A) of all the management functions, planning is most closely related to motivation
 - (B) motivation is an external force
 - (C) cognitive activities have no effect on motivation
 - (D) actual performance is likely to be a function of ability, motivation, and working conditions

34. University of Iowa researchers led by Kurt Lewin:
- (A) studied which traits are most likely to predict leadership skills
 - (B) focused on how leaders affect subordinate's perception of their work environment
 - (C) made some early attempts at scientifically identifying the leader behaviours that are most effective
 - (D) concluded that a manager was not necessarily a leader, and vice-versa
35. Which of the following would be classified as an example of paralanguage?
- (A) Lina smiles as she looks at her child playing
 - (B) Mary speaks forcibly as she tries to convince her neighbours to boycott the local superstore
 - (C) Aishah uses perfume to communicate her personality
 - (D) Rahim refuses to look at his boss in the eyes while explaining why the company's confidential file was missing
36. During the _____ stage of the decision-making process, Jack Chin tried to decide if the discrepancies between what was supposed to be in the inventory and what was actually in inventory was a problem or a nonproblem.
- (A) evaluation
 - (B) diagnosis
 - (C) categorization
 - (D) scanning
37. Which of the following factors is least likely to have an effect on how the groups operate and their ultimate effectiveness?
- (A) group cohesiveness
 - (B) group composition
 - (C) member roles
 - (D) organizational mission
38. The quality manager at a factory that manufactures light bulbs has suggested that the company's quality goals could be met if every light bulb was carefully inspected as it comes off the assembly line. The company is already doing a periodic inspection of a random sample of bulbs. The quality control manager's idea is not acceptable because it does not satisfy the criterion of:
- (A) control awareness
 - (B) alleviating resource dependence
 - (C) using only concurrent controls
 - (D) cost acceptability
39. The conflict between the workers in the back offices and the workers in the reception area was over who should control the air-conditioning thermostat. Rather than doing anything to resolve the conflict, the company's manager ignored the situation and hoped that the cold weather would be here soon. This is an example of the use of _____, an interpersonal conflict-handling mode.
- (A) collaboration
 - (B) accommodation
 - (C) avoidance
 - (D) compromise

40. Which of the following is not an example of a responsibility centre?
- (A) an audit centre
 - (B) a standard cost centre
 - (C) an investment centre
 - (D) a revenue centre
41. Which of the following social cultural dimensions, as identified by Geert Hofstede, tends to affect an organization's degree of formalization?
- (A) individualism-collectivism
 - (B) power distance
 - (C) uncertainty avoidance
 - (D) masculinity-femininity
42. A structured interview is most appropriate to use when:
- (A) a large number of job candidates are to be prescreened
 - (B) the interviewer is highly experienced
 - (C) the interviewee is being interviewed for the second time
 - (D) the recruitment process has narrowed the field down to less than three candidates
43. Every Friday morning at 10.30, the owner of Eden Bakery comes to the facility to sample the wares and praise her employees. This is an example of positive reinforcement on a _____ schedule of reinforcement.
- (A) fixed-ratio
 - (B) fixed-interval
 - (C) variable-ratio
 - (D) variable-interval
44. Not only are the employees of RHB of the Bukit Merah branch unwilling to computerize the offices data bases, but they also lack the ability to do the job correctly. According to the situational leadership theory, the person who is to supervise the computerization of the office should use a (n) _____ style of leadership.
- (A) selling
 - (B) delegating
 - (C) participating
 - (D) telling
45. _____ theory could be used to explain why the McDonald's shift manager decided to excuse Salwa's lateness and to fire Rahim for the same offence.
- (A) process
 - (B) cognitive
 - (C) attribution
 - (D) expectancy
46. How do grapevine foster innovation in an organization?
- (A) by removing stereotypes
 - (B) by reducing the importance of nonverbal communication
 - (C) by making sure communication travels according to the organization chart
 - (D) by enhancing communication among various parts of the organization

47. Groups perform at the highest level when:
- (A) group satisfaction and group cohesion are at their highest level
 - (B) the group is not cohesive
 - (C) group cohesion and performance norms are both high
 - (D) all members take on group task roles
48. A manufacturer of chemical fertilizers developed a 4-hour training program to explain to workers how to handle the potentially dangerous ingredients. The management of the company hoped that this _____ control would prevent any worker from getting injured while on the job.
- (A) feedforward
 - (B) concurrent
 - (C) postaction
 - (D) screening
49. BMW automobiles are able to travel thousands of miles at 120mph without any breakdowns. BMW has chosen to emphasize the _____ dimension as defined by David Garvin.
- (A) conformance
 - (B) reliability
 - (C) durability
 - (D) performance
50. Hasbro Toy Company has authorized local manufacturers in South America and Japan to use its expertise, patents, and copyrights to make Hasbro toys. In return, the local manufacturers pay Hasbro a royalty. This is an example of:
- (A) licensing
 - (B) direct investment
 - (C) exporting
 - (D) a joint-venture
51. The _____ network would work best in a situation where employees had to perform very complex tasks, and at the same time maintain high group morale.
- (A) chain
 - (B) "Y"
 - (C) circle
 - (D) wheel
52. As Adam Malik, the manager of Carrie superstore was strolling through the store, he came upon a sales clerk asleep under a counter. Until he found the clerk, Adam had made no comments: he just looked at what was going on. When Adam found the sleeping clerk, he reprimanded him and threatened to fire him if he screwed up again. Since the manager uses management by exception, his treatment of the sleeping clerk was an example of:
- (A) corrective action
 - (B) avoidance reinforcement
 - (C) negative synergy
 - (D) how strategic control points are identified

53. The Kanban system is used to:
- (A) reduce resource dependence
 - (B) calculate economic order quantity
 - (C) handle inventory for just-in-time inventory control
 - (D) facilitate acceptance sampling
54. Ismail spent three years managing his company's manufacturing facilities in China. When he returned to Malaysia and assumed a job in the home office, he found his authority and status is lower than it had been in China and learned that much of the technology he was used to using was obsolete. Ismail is experiencing problems common with:
- (A) human resource reinstatement
 - (B) repatriation
 - (C) expatriation
 - (D) domestic reinstatement
55. Operations management includes all the following except:
- (A) work scheduling
 - (B) facilities location
 - (C) quality assurance
 - (D) performance appraisals
56. Just as Mirzan was falling asleep last night, he realized that the best way to cope with Hashim's procrastination is to fire him. Mirzan had considered monetary rewards for being on time, public ridicule, counseling, and several other solutions until he realized that he did not have to tolerate Hashim's perpetual lateness. This action shows that Mirzan is in the _____ stage of the creative process.
- (A) incubation
 - (B) illumination
 - (C) verification
 - (D) indoctrination
57. According to the hierarchy of needs theory, which of the following advertising slogans most closely relates to consumers' self-actualization needs?
- (A) "when you care enough to send the very best"
 - (B) "at Zenith, the quality goes in before the name goes on"
 - (C) "be all that you can in the Army"
 - (D) "diamonds are forever"
58. According to Fiedler, a leader's LPC (least preferred coworker) orientation:
- (A) is likely to be adopted by all participants in the work group
 - (B) is relatively stable and difficult to change
 - (C) is fundamentally unstable
 - (D) can be easily changed with training

59. Anne Raj is very health-conscious. For the last sales meeting, she was given the responsibility for having lunch sent in. She ordered cheeseless vegetarian pizza for everyone because it is her favourite, and she knows how good it is for your health. Anne is guilty of:
- (A) projection
 - (B) perceptual defense
 - (C) self-serving bias
 - (D) stereotyping
60. Which of the following statements about teams is true?
- (A) team members are only assigned the task of developing a solution and are not involved in its implementation
 - (B) team members develop and implement ideas
 - (C) team members develop and implement problem solutions once a task force has identified the problem
 - (D) team members implement the problem solutions developed by task forces
61. Eastman Kodak uses cross-functional teams to work together to resolve problem rather than have to get management approval for each decision. From this brief description, it would be correct to assume that Eastman Kodak uses _____ control.
- (A) clan
 - (B) market
 - (C) functional
 - (D) bureaucratic
62. In recent years, France protected its domestic car manufacturers by restricting Japanese car imports to 3% of the French car market. This is an example of a (n):
- (A) administrative protection
 - (B) import quota
 - (C) tariff
 - (D) tax control
63. When financial ratios are compared with industry data, they help managers to:
- (A) plan actions that will raise revenues
 - (B) improve organizational synergy
 - (C) abolish goal incongruence
 - (D) understand their company's performance relative to that of the competition
64. According to Michael Porter's competitive forces model, rivalry can often be measured by identifying the tactics that competitors use. Which of the following is not one of the tactics typically used?
- (A) increased customer service
 - (B) enhanced product warranties
 - (C) price competition
 - (D) industrial espionage

65. Zaki supervises a group of market researchers. He always gets to work by 7.00 a.m., and he admires other people who get to work early. One of his employees has taken to showing up for work at 7.00 a.m. also. Even though this employee does only average work, he received an above average performance appraisal because Zaki was so impressed with the fact that the employee arrived early. This is an example of the _____ error.
- (A) "halo" effect
 - (B) contrast
 - (C) recency
 - (D) self-serving bias
66. Badrul tried for 6 years to get a promotion to a supervisory position. Since he was unsuccessful in his attempts, he has decided to quit trying to impress his superiors and enjoy the camaraderie of his coworkers. According to the ERG theory, Badrul exemplifies the _____ principle.
- (A) satisfaction-progression
 - (B) satisfaction-hygiene
 - (C) frustration-regression
 - (D) frustration-succession
67. During the union staff meeting, Ali often listens to the comments, arguments, and ideas of others without making any statements himself until he has heard everybody's opinion. Then Ali synthesizes what the others have said and suggests ways that might reduce the arguments and make the next meeting more effective. Which of the group maintenance roles is Ali adopting?
- (A) coordinator
 - (B) group observer
 - (C) energizer
 - (D) orienter
68. A worldwide integration strategy is sometimes called:
- (A) nationalization
 - (B) polycentrism
 - (C) globalization
 - (D) regiocentrism
69. Informal communication:
- (A) relates to personal rather than positional issues
 - (B) tends to be very inaccurate
 - (C) is capable of handling only small amounts of data
 - (D) tends to move information slowly
70. Which of the following does not describe one of the four mechanisms through which norms typically develop?
- (A) explicit statements
 - (B) primacy
 - (C) critical events
 - (D) orientation

For answers TRUE, mark 'A' and FALSE, mark 'B' on the OMR form.

71. The three hierarchical levels of management do not differ in terms of their need for technical and human skills.
- (A) True
(B) False
72. If a business organization makes a profit and obeys the law, the firm will have satisfied completely its social responsibilities according to the "hand-of-management" perspective.
- (A) True
(B) False
73. Job knowledge and ability can adversely affect job performance even when there is a strong goal commitment.
- (A) True
(B) False
74. The basic purpose of functional-level strategies is to guard the organization against competitive attacks.
- (A) True
(B) False
75. A legal adviser in any organization always occupies a staff position.
- (A) True
(B) False
76. An organization with a networked structure is often referred to as a virtual corporation.
- (A) True
(B) False
77. Age, on the replacement chart, is used as a guide in determining managerial promotions.
- (A) True
(B) False
78. David McClelland's work suggests that individuals with high personal power make the best manager.
- (A) True
(B) False
79. Substitutes for relationship-oriented leader behaviour include intrinsically satisfying work and subordinates who have a professional work orientation.
- (A) True
(B) False

80. Managers communicate when they are serving in the monitor, disseminator, and spokesperson roles.
- (A) True
(B) False
81. Quality improvement teams should never contain individuals who are in any way involved with the work area that is the target of quality improvement efforts.
- (A) True
(B) False
82. Ethnocentric orientation is an approach to international management whereby executives assume that practices that work in the home country must necessarily work elsewhere.
- (A) True
(B) False
83. Planning tends to be more important for top managers than for middle or first-line managers.
- (A) True
(B) False
84. Frederick Taylor is considered to be the father of industrial psychology.
- (A) True
(B) False
85. While low environmental munificence can encourage unethical behaviour, high munificence tends to have the opposite effect.
- (A) True
(B) False
86. A college recruiter and a purchasing agent would both be considered boundary spanners.
- (A) True
(B) False
87. Objective models of decision-making attempt to prescribe how managers should make decisions.
- (A) True
(B) False
88. One of the major strengths of management by objectives (MBO) is the way it facilitates vertical and horizontal communication.
- (A) True
(B) False

89. Given that Oral-B laboratories division of the Gillette Company controls the toothbrush market, and this is a slowly growing market, this division exemplifies a star, according to the BCG growth-share matrix.
- (A) True
(B) False
90. The graphic ratings scale is a results-oriented form of performance appraisal.
- (A) True
(B) False
91. If you just won the RM\$1 million lottery, valence would be low when your boss offered you a RM\$100 bonus if you worked next weekend.
- (A) True
(B) False
92. Because the supervisor has the ability to give Salleh unfavourable marks on his performance appraisal, it can be said that the supervisor is using legitimate power.
- (A) True
(B) False
93. Sally's letter to the company's CEO accepting a promotion to division manager is an example of downward communication.
- (A) True
(B) False
94. Managers should strive to compose groups of members that are as homogenous as possible to reduce the potential of group conflict.
- (A) True
(B) False
95. Vertical integration is an important tool for reducing goal incongruence.
- (A) True
(B) False
96. Customer complaints, competition response to promotions, and new laws to protect the environment are all clear-cut examples of inputs.
- (A) True
(B) False
97. The favourability influence approach holds that the environment cannot be changed and that the organization must learn to co-exist with it.
- (A) True
(B) False

98. There is no proof that the adoption of a matrix structure requires an organization to make any changes to its organizational culture.
- (A) True
 - (B) False
99. Product managers, brand managers, and project managers are all forms of managerial integrators.
- (A) True
 - (B) False
100. Transformational leaders inspire workers to concentrate on satisfying their safety and security needs.
- (A) True
 - (B) False

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