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National Defence University of Malaysia

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**NATIONAL DEFENCE UNIVERSITY OF MALAYSIA
SUNGAI BESI CAMP
57000 KUALA LUMPUR**

**FINAL EXAMINATION
DEGREE PROGRAMME**

SEMESTER III, ACADEMIC SESSION 2019/2020

COURSE : MANAGEMENT THEORY AND PRACTICES

COURSE CODE : TMM 3293

DURATION : 2 HOURS 30 MINUTES

PROGRAMME CODE : (ZG37,ZG57)

INSTRUCTION :

ANSWER ALL QUESTIONS

**THIS QUESTION PAPER CONTAINS THIRTEEN (13) PAGES
INCLUSIVE OF THIS PAGE.**

COURSE LEARNING OUTCOMES

CO1	Explain the main four functions of management together with the basic principles and practices of management in the organisation.	PO1
CO2	Differentiate types of leadership through the application of management theories and the application of decision making process in resolving issues.	PO3
CO3	Demonstrate ability in planning and organizing of activities in an organisation as well as developing leadership, team-work and inter-personal skills through group discussions and presentation.	PO5

SECTION A

ANSWER ALL MULTIPLE CHOICE QUESTIONS

(40 MARKS)

1. The function of management that determines the objectives of business and how best to achieve them is called:

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

(CO1:PO1 - 1 Mark)

2. The function of management that involves monitoring performance, comparing results with planned objectives, and providing feedback and, if necessary, correction is called:

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

(CO1:PO1 - 1 Mark)

3. The function of management concerned with demonstrating by example and by teaching, directing, and motivating employees to perform effectively to achieve the objectives of the organization is called:

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

(CO1:PO1 - 1 Mark)

4. The function of management that arranges appropriate staffing and assigns responsibilities and tasks to individuals and groups, in order to best achieve the objectives established by planning is called:

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

(CO1:PO1 - 1 Mark)

5. Which of the following is **NOT** an example of a decisional role?
- A. Resource allocator
 - B. Disturbance handler
 - C. Negotiator
 - D. Figurehead

(CO1:PO1 - 1 Mark)

6. Which of the following is best to define an organizational objective?
- A. A defined specified outcome to be achieved in the long-term
 - B. A clear set of goals to be attained given a set number of resources
 - C. A clearly defined and measurable outcome to be achieved over a specified timeframe
 - D. A set standard of performance agreed by workers and managers

(CO1:PO1 - 1 Mark)

7. What does the acronym SMART goals stand for?
- A. Suitable, measurable, actionable, rewarded and timeline
 - B. Specific, measurable, achievable, result oriented and timeline
 - C. Standardized, measurable, achievable, result oriented, and timeline
 - D. Specific, measurable, achievable, rewarded and timeline

(CO1:PO1 - 1 Mark)

8. What is the time frame that related to Strategic plans?
- A. Long-term
 - B. Medium-term
 - C. Short-term
 - D. Unspecified time frame

(CO1:PO1 - 1 Mark)

9. Which of the following is **NOT** a recognized type of organizational plan?
- A. Business
 - B. Operational
 - C. Ad-Hoc
 - D. Functional

(CO1:PO1 - 1 Mark)

10. A plan that is ongoing and provides guidance for repeatedly performed actions in an organization. Standing plan does include _____, procedures and rules.
- A. process
 - B. programs
 - C. policies
 - D. projects

(CO1:PO1 - 1 Mark)

11. Making a decision on investment is an example of management _____.
- A. Programmed decision
 - B. Routine decision
 - C. Repetitive decision
 - D. Non-programmed decision
- (CO2:PO3- 1 Mark)
12. What are the characteristics of programmed decision?
- A. Complex and risky
 - B. Uncertain and non-routine
 - C. Low risk and certain
 - D. Routine and non-complex
- (CO2:PO3- 1 Mark)
13. What is **NOT** an assumption underpinning the rational decision making model?
- A. Incomplete information
 - B. An agreed goal
 - C. Structured problem
 - D. High level of certainty regarding the environment
- (CO2:PO3- 1 Mark)
14. What is the term for a sub-optimal but acceptable outcome of negotiations between parties?
- A. Bargaining
 - B. Satisficing
 - C. Accepting
 - D. Compromising
- (CO2:PO3- 1 Mark)
15. What is intuitive decision making was based on?
- A. Guesswork
 - B. Gambling
 - C. Instinct
 - D. Rationality
- (CO2:PO3- 1 Mark)
16. The right to advise, support or assist those who possess line authority are known as:
- A. Manager authority
 - B. Staff authority
 - C. Government authority
 - D. Line authority
- (CO2:PO3- 1 Mark)

17. Which of the following is **NOT** an advantage of group decision making?
- A. Greater total knowledge
 - B. Better understanding and problem commitment
 - C. Make a better and quick decision.
 - D. Views problem in more than one way
- (CO2:PO3- 1 Mark)**
18. By having this in organization, it ensures that no individuals will carry the burden of a whole work task. This referred to:
- A. Work specialisation
 - B. Work design
 - C. Work schedule
 - D. Work shift
- (CO2:PO3- 1 Mark)**
19. How do you call a system that allows workers to work part of the week from home?
- A. Piece time
 - B. Part-time
 - C. Job sharing
 - D. Telecommuting
- (CO2:PO3- 1 Mark)**
20. What does a chain of command extends from?
- A. Bottom to top
 - B. Top to bottom
 - C. Diagonally
 - D. Laterally
- (CO2:PO3- 1 Mark)**
21. What is the basic formula of motivation stated by Lewis?
- A. Motivation = Effort + Reward
 - B. Motivation = Effort + Performance
 - C. Motivation x Ability = Performance
 - D. Motivation x Effort = Reward
- (CO2:PO3- 1 Mark)**
22. What is the highest needs of human according to the Maslow Hierarchy Needs Theory?
- A. Physiological needs
 - B. Self-actualization
 - C. Self-esteem
 - D. Affiliation
- (CO2:PO3- 1 Mark)**

23. The feelings of achievement and self-worth through recognition, respect and prestige from others refers to which stage of Maslow Hierarchy Needs Theory?
- A. Physiological needs
 - B. Self-actualization
 - C. Self-esteem
 - D. Affiliation

(CO2:PO3- 1 Mark)

24. What are the two basic factors in Herzberg Two-Factors Theory?
- A. Production factor and People factor
 - B. Factors of Job centered and Employee centered.
 - C. Theory X and Theory Y factors
 - D. Hygiene factor and Motivators factor

(CO2:PO3- 1 Mark)

25. Which of the followings is **NOT** a category of needs identified by David McClelland?
- A. Need for Security
 - B. Need for Achievement
 - C. Need for Affiliation
 - D. Need for Power

(CO2:PO3- 1 Mark)

26. According to Vroom's Expectancy Theory, the value or importance that the individual is attached to the various work outcomes such as rewards was referring to _____.
- A. Performance
 - B. Expectancy
 - C. Instrumentality
 - D. Valence

(CO2:PO3- 1 Mark)

27. According to Adam's Equity theory, what will happen if employee perceived equity?
- A. There will be no change in behavior.
 - B. The person will be more motivated to perform job efficiently.
 - C. The person will start become lazy at work.
 - D. The person will no longer compare their work with others.

(CO2:PO3- 1 Mark)

28. In Leadership Theory, these two behaviors of leader (initiating structure behavior and consideration behavior) were identified by:
- A. The Ohio State University (OSU) Study.
 - B. The University of Michigan Study.
 - C. The UPNM Study.
 - D. The Oxford Business School Study.

(CO2:PO3- 1 Mark)

29. According to the managerial grid introduced by Robert R. Blake, the leader at scale (9,1) refers to:
- A. Task Manager
 - B. Team Manager
 - C. Country Club Manager
 - D. Impoverish Manager

(CO2:PO3- 1 Mark)

30. According to the managerial grid, a leader that has high concern on employee but low concern to the production refers to:
- A. Task Manager
 - B. Team Manager
 - C. Country Club Manager
 - D. Impoverish Manager

(CO2:PO3- 1 Mark)

31. Based on the managerial grid, there are five different types of leader and the best leader was referring to _____.
- A. Task Manager
 - B. Team Manager
 - C. Middle of the road Manager.
 - D. Impoverish Manager

(CO2:PO3- 1 Mark)

32. Robert J. House identified this leader as someone that would consult with subordinates & uses their suggestions before making any decision. This refers to _____.
- A. Directive Leader
 - B. Supportive Leader
 - C. Participative Leader
 - D. Achievement-Oriented Leader

(CO2:PO3- 1 Mark)

33. According to Robert J. House, the type of leader that would sets challenging goals and expecting subordinates to perform as their highest level known as:
- A. Directive Leader
 - B. Supportive Leader
 - C. Participative Leader
 - D. Achievement-Oriented Leader

(CO2:PO3- 1 Mark)

34. Which of the following is **NOT** a relevant trait of an effective leader?
- A. Independent
 - B. Confident
 - C. Stringent
 - D. Intelligent

(CO2:PO3- 1 Mark)

35. Hershey-Blanchard Life-cycle Theory build a diagram based on three premise **EXCEPT:**
- A. Relationship level
 - B. Level of Maturity
 - C. Task/Job Level
 - D. Position of manager

(CO2:PO3- 1 Mark)

36. According to Hershey-Blanchard Life-cycle Theory, a leader will have low task but high relationship with others when they entered certain phase known as:
- A. Phase 1-Telling style
 - B. Phase 2-Selling style
 - C. Phase 3-Participating style
 - D. Phase 4-Delegating style

(CO2:PO3- 1 Mark)

37. Hershey-Blanchard Life-cycle Theory define a leader that have low task and also low relationship with others instead having a high maturity level. This refers to:
- A. Phase 1-Telling style
 - B. Phase 2-Selling style
 - C. Phase 3-Participating style
 - D. Phase 4-Delegating style

(CO2:PO3- 1 Mark)

38. In implementing a controlling process, a manager set an average standard performance of 700 with the acceptable deviation of ± 60 to the workers. The actual performance of five workers stated as the followings: Siti (650), Alia (700), Ahmad (640), Raju (620) and Lim (740). Which of the workers has producing unacceptable deviations?
- A. Siti
 - B. Ahmad
 - C. Lim
 - D. Raju

(CO2:PO3- 1 Mark)

39. Which of the following statement is **NOT** referring to concurrent control?
- A. Resources are prepared before action.
 - B. Detects deviations from some standard or goals.
 - C. Allows correction to be made before action is completed.
 - D. It focusses on transformation process.

(CO2:PO3- 1 Mark)

40. All of the followings are the reasons why controlling is important in managing employee in organization **EXCEPT**:
- A. It helps to assist management process.
 - B. It helps employee since they like to be monitored and controlled.
 - C. It helps decentralization and delegation smoothly.
 - D. It helps in dealing with complexity and human limitations.

(CO2:PO3- 1 Mark)

SECTION B

ANSWER ALL QUESTIONS

(60 MARKS)

QUESTION 1 (20 MARKS)

a. Briefly **explain** FOUR (4) different functions of management.

(CO1:PO1 - 8 Marks)

b. **Discuss** THREE (3) management skills essentials for a successful management process.

(CO1:PO1 – 6 marks)

c. **Differentiate** THREE (3) levels of Strategic Planning for an organization.

(CO2:PO3 – 6 marks)

QUESTION 2 (20 MARKS)

Problems can happen in the organization whether it is predictable or not. The decisional role of a manager is required to solve a problem in the organisation. However, the decision making is not a simple task because the nature of every problem is unique and may require some personal attentions from the manager.

- a. Briefly **explain** TWO (2) types of problems in decision making.

(CO2:PO3 - 6 Marks)

- b. With proper examples, **explain** all SEVEN (7) steps in the decision making process.

(CO2:PO3 – 14 marks)

QUESTION 3 (20 MARKS)

- a. Based on the Behavioral Approach, there are two basic foundation of leader that are concern more towards the production or to the people. With proper examples, **explain** the Managerial Grid developed by Robert R. Blake and Mouton.

(CO3:PO5 - 10 Marks)

- b. Hershey-Blanchard Life-cycle Theory defines that there are several phases that leader will involve in the organization. With proper illustration, **discuss** the different styles of the leader and the phase that they will go throughout the organization.

(CO3:PO5 – 10 marks)

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