



Management in Organizations

FORMATION 1 EXAMINATION – JULY 2019

NOTES:

Answer all Questions in Section A

Answer only 3 Questions in Section B

TIME ALLOWED:

3 hours, plus **10 minutes** to read the paper

INSTRUCTIONS:

During the reading time you may write on the examination paper, but you may not commence writing in your answer book. **Please read each Question carefully.**

Marks for each question are shown. The pass mark required is 50% in total over the whole paper.

Start your answer to each question on a new page.

You are reminded to pay particular attention to your communication skills, and care must be taken regarding the format and literacy of your solutions. The marking system will take into account the content of your answers and the extent to which answers are supported with relevant legislation, case law or examples, where appropriate.

List of the cover of each answer booklet, in the space provided, the number of each question attempted.

SECTION A- Question 1 COMPULSORY

SECTION A

Answer All MCQ Questions in this section.

1)

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.

2) First step in planning process is to

- a) Set an objective
- b) Evaluate alternatives
- c) Determine strength and weaknesses
- d) None of above

3) Which of the following is not an example of a decisional role?

- a) Resource allocator
- b) Disturbance handler
- c) Negotiator
- d) Figurehead.

4) Which level of management is responsible for establishing a vision for the organization, developing broad plans and strategies, and directing subordinate managers?

- a) First level managers
- b) Middle managers
- c) Executive managers
- d) Second level managers

5) Which management principle states that work should be divided so that each person will perform a specialized portion?

- a) Division of work
- b) Chain of command
- c) Unity of direction
- d) Unity of command

6) Which is not the Maslow's needs?

- a) Esteem
- b) Control
- c) Self actualisation
- d) Social

7) Which is the barrier of communication?

- a) Filtering
- b) Psychological distance
- c) The pressure of time
- d) All of the above

8) Which of the following is the reason for resistance to change?

- a) Obsolescence of skills
- b) Fear of economic loss
- c) Fear of unknown
- d) All of the above.

9) Which of the following is not a technique of planning?

- (a) Budgeting
- (b) Balanced score card
- (c) PERT CPM
- (d) Management by Objectives.

10) For effective organizing, an organization required:

- a) Principle of balance
- b) Span of management
- c) Organization process
- d) Planning and forecasting

11) Unity of command means

- a) Parity of authority and responsibility
- b) Flow of command from subordinate to superior
- c) Flow of command from superior to subordinate
- d) Parity in controlling

12) Recruitment and selection must be effective to ensure it:

- a) Offsets high labour turnover
- b) Delivers the highest calibre of individuals at optimum cost
- c) To have a surplus in case of sickness and absence
- d) Encourages new blood into the organization.

13) What is the first step to take during communications planning?

- a) Decide on means of communication
- b) Identify communication constraints
- c) Conduct a stakeholder analysis
- d) Develop a communications management plan

14) Which of the three components are part of the human communication process?

- a) Message, noise, feedback
- b) Feedback, message, critiquing
- c) Noise, feedback, jargon
- d) Message, recording, feedback

15) The process of monitoring performance monitoring it with goals and correcting any significant deviations is known as

- a) Planning
- b) Organising
- c) Leading
- d) Controlling.

16) Which of the following is not a source of individual resistance to change?

- a) Habit
- b) Security
- c) Fear of the unknown
- d) Structural inertia

17) Which of the following DOES refer to the authority to take decision within one's area of operations without having to get anyone's approval?

- a) Enrichment
- b) Enlargement
- c) Enhancement
- d) Empowerment

18) Which of the following concepts refer to the system of matching the available resources, either internally or externally, with the demand that the organization expects to have over a period of time?

- a) Human Resource Process
- b) Human Resource Performance
- c) Human Resource Planning
- d) Human Resource Information System

19) The four P's of the marketing mix are

- a) Personnel, priorities, placement, and profits.
- b) Promotion, product, personnel, and place.
- c) Product, place, politics and economy.
- d) Product, promotion, price and place.

20) Which of the following determines a person ethical or unethical behaviour?

- a) Values.
- b) Procedures.
- c) Rules.
- d) Policies.

Total: 40 Marks

SECTION B- Answer any THREE Questions

SECTION B

Answer ANY THREE of the four questions in this section.

2)

- (a) Explain the role of scientific management in the modern era? (6 marks)
- (b) What are the various environmental factors that a manager should consider in an organization? (6 marks)
- (c) Strategic planning is the art of formulating business strategies, implementing them, and evaluating their impact based on organizational objectives. Explain the Steps involved in strategic planning (8 marks)

Total: 20 Marks

3)

- (a) Measurable goals and objectives are essential for evaluating progress in any situation, be it work, learning, or personal development. Differentiate Between Objectives and Goals? (6 marks)
- (b) Centralization and Decentralization are the two types of structures that can be found in an organization, government, management and even in purchasing. Distinguish between centralization and decentralization (6 marks)
- (c) Define Controlling. Explain the process of Controlling. (8 Marks)

Total: 20 Marks

4)

- a) Examine the process of communication and explain the various elements of it. (6 Marks)
- b) Explain the various types of groups and how they are formed in the organizations.(6 Marks)
- c) Critically examine the different approaches to the study of the leadership behavior. Is there one best style of leadership? (8 marks)

Total: 20 Marks

5)

a) Resistance to change is often viewed negatively. Discuss some possible benefits of resistance to change in an organisation. (6 marks)

b) Explain the different techniques used to offset risk and uncertainty in decision making? (6 marks)

c) Discuss in detail the "Selection Process" in the process of Human Resource Management (8 marks)

Total: 20 Marks

END OF QUESTION PAPER