This question paper must be returned. Candidates are not permitted to remove any part of it from the examination room.

FORMAL EXAMINATION PERIOD: SESSION 2, NOVEMBER 2015

EXAMINATION DETAILS:

<table>
<thead>
<tr>
<th>Unit Code:</th>
<th>BBA102</th>
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<tbody>
<tr>
<td>Unit Name:</td>
<td>Principles of Management</td>
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<tr>
<td>Duration of Exam</td>
<td>Two (2) hours plus 10 minutes reading time</td>
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<tr>
<td>Total No. of Questions:</td>
<td>Fifty-eight (58) questions in total:</td>
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<td></td>
<td>- Fifty (50) multiple choice questions</td>
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<td>- Eight (8) short answer questions</td>
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<td>Total No. of Pages</td>
<td>Fourteen (14)</td>
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GENERAL INSTRUCTIONS TO CANDIDATES:

- Candidates are required to obey all instructions provided by the Final Examination Supervisor and must refrain from communicating in any way with another student once they have entered the final examination venue.
- Candidates may not write or mark the exam materials in any way during reading time.
- Candidates may only access authorised materials during this examination. A list of authorised material is available on this cover sheet.
- If it is alleged you have breached these rules at any time during the examination, the matter may be reported to the University Discipline Committee for determination.

EXAMINATION INSTRUCTIONS:

Part A consists of fifty (50) multiple choice questions. Students should answer all of the questions in Part A on the multiple choice answer sheet provided. Each question is worth half a mark (0.5).

Part B consists of eight (8) short answer questions. Students should answer five (5) questions only. Answer the questions in the space provided on the examination paper. Each question is worth three (3) marks.

MATERIALS PERMITTED/NOT PERMITTED:

- Dictionaries: Not permitted
- Calculators: Not permitted
- Other: Not permitted
Part A – Multiple Choice Questions

Choose the one alternative that best completes the statement or answers the question. Mark your answer on the answer sheet provided. Each question is worth 0.5 marks (total 25 marks).

1) The classical view of social responsibility is that management’s only social responsibility is
   A) to not concern itself with pollution
   B) to meet the requirements of all stakeholders
   C) to follow government dictates
   D) to meet industry quality standards
   E) to maximise profits

2) Proponents of the socioeconomic view of social responsibility believe that business organisations are
   A) not to be involved in social responsibility, but to maximise profits for stakeholders
   B) just merely economic institutions
   C) to be leaders in social responsibility
   D) not just merely economic institutions
   E) concerned principally with the interest of shareholders

3) When a firm advertises that it only uses recycled paper products, it is
   A) meeting social responsibilities
   B) attempting to defraud consumers
   C) paying attention to the bottom line
   D) meeting its social obligation
   E) being socially responsive

4) Which of the following approaches toward environmental issues exhibits the highest degree of environmental sensitivity and is a good illustration of social responsibility?
   A) stakeholder approach
   B) market approach
   C) legal approach
   D) light green approach
   E) activist approach

5) Which of the following descriptions characterises an individual at the preconventional level of moral development?
   A) a person following self-chosen ethical principles even if they violate the law
   B) a person following rules only when doing so is in their immediate interest
   C) a person who lives up to what is expected by people close to them
   D) a person maintaining conventional order by fulfilling obligations to which they have agreed
   E) a person valuing rights of others and upholding absolute values and rights regardless of the majority's opinion
6) Which of the following is NOT one of the factors that affect ethical and unethical behaviour?
   A) individual characteristics
   B) organisational culture
   C) stage of physiological development
   D) stage of moral development
   E) issue intensity

7) Which best describes the difference between ego strength and locus of control?
   A) Ego strength is about a person's convictions; locus of control is about people controlling
      their own fate.
   B) Ego strength relates to extrovert personalities; locus of control relates to introversion in
      personality.
   C) Both are aspects of how issue intensity affects moral values.
   D) Ego strength relates to how the greatness of harm effects issue intensity, whereas locus of
      control is about how the immediacy of consequences effects issue intensity.
   E) People with ego strength have strong moral values, whereas locus of control relates to
      people with low to moderate moral values.

8) Which of the following is NOT a part of the definition of organisational planning?
   A) developing a comprehensive hierarchy of plans to integrate and coordinate activities
   B) defining the organisation's goals and objectives
   C) it is concerned with both ends and means
   D) evaluating the organisation's outcomes
   E) establishing an overall strategy for achieving the organisation's goals

9) The effect of planning on managers is that it forces them to do which of the following?
   A) respond indiscriminately
   B) react to change
   C) plan on overlapping different activities
   D) develop bureaucratic response models
   E) consider the impact of change

10) The _______ of the planning process contributes more to high performance than does the
     _______ of planning.
    A) quality; extent
    B) extent; implementation
    C) implementation; extent
    D) quality; implementation
    E) implementation; quality

11) A town's preparation for a visit by a member of the Royal Family would be considered what
    type of plan?
    A) long term
    B) strategic
    C) standing
    D) single use
    E) directional
12) What happens to traditional goals as they make their way down from top management to lower levels?
   A) They purposely remain vague and nonspecific.
   B) They become more broad and general.
   C) They unite the workforce.
   D) They lose clarity and unity.
   E) Lower-level managers must continually revise and correct them.

13) Which of the following is NOT one of the four common elements of Management by Objectives (MBO)?
   A) participative decision making
   B) goal specificity
   C) performance feedback
   D) a systems loop
   E) an explicit time period

14) In identifying a problem, a manager ______.
   A) expects problems to be very obvious
   B) compares the current state of affairs with where they want to be
   C) avoids acting under pressure or stress
   D) looks for discrepancies that can be postponed
   E) both A and D

15) If a manager was purchasing a computer system, issues such as price and model are examples of which part of the decision-making process?
   A) criteria weight allocation
   B) problem identification
   C) evaluating decision effectiveness
   D) implementing the alternative
   E) identifying decision criteria

16) Which of the following is important in effectively implementing the chosen alternative in the decision-making process?
   A) implementing your chosen alternative quickly
   B) getting upper-management support
   C) ignoring criticism concerning your chosen alternative
   D) allowing those impacted by the outcome to participate in the process
   E) double-checking your analysis for potential errors

17) The type of decision making in which the solution is considered 'good enough' is known as which of the following?
   A) intuition
   B) rational
   C) 'gut feeling'
   D) maximising
   E) satisficing
18) When problems are ________, managers must rely on ________ in order to develop unique solutions.
   A) poorly structured; non-programmed decision making
   B) well structured; pure intuition
   C) semi structured; programmed decision making
   D) well structured; non-programmed decision making
   E) poorly structured; programmed decision making

19) ________ is a situation in which a manager can make accurate decisions because the outcome of every alternative is known.
   A) Uncertainty
   B) Maximin
   C) Risk
   D) Certainty
   E) Maximax

20) Many managers use ________ or rules of thumb to simplify their decision making.
   A) habits
   B) heuristics
   C) biases
   D) instinct
   E) errors

21) Organisational design is based on decisions about ________.
   A) work specialisation and departmentalisation
   B) centralisation and decentralisation
   C) chain of command and span of control
   D) both A and B
   E) all of the above

22) The ________ organisational structure is characterised by high specialisation, extensive departmentalisation, narrow spans of control and high formalisation.
   A) contingency
   B) organic
   C) functional
   D) mechanistic
   E) adhocracy

23) Which of the following is NOT an example of the classical view of work specialisation?
   A) assembly-line production
   B) McDonald’s
   C) Call centres
   D) traditional General Motor’s assembly plant
   E) organic organisations

24) What kind of departmentalisation would be in place in a government organisation where different public service responsibilities are divided into activities for employers, children and the disabled?
   A) geographic
   B) outcome
   C) product
   D) process
   E) customer
25) Wider spans of control may be viewed as more efficient, but eventually, wider spans tend to have what effect on organisations?
   A) customer dissatisfaction
   B) loss of managerial power
   C) rigid chains of command
   D) reduced effectiveness
   E) increased turnover

26) All of the following are strengths of a simple organisational structure EXCEPT _______.
   A) it is less risky
   B) it is flexible
   C) it is inexpensive to maintain
   D) it is fast
   E) accountability is clear

27) The important characteristics of a learning organisation revolve around all of the following EXCEPT _______.
   A) leadership
   B) culture
   C) organisational design
   D) information sharing
   E) market capitalisation

28) _______ is the process of locating, identifying and attracting capable applicants.
   A) Contracting
   B) Jobbing
   C) Recruitment
   D) Selection
   E) Decruitment

29) An outdoor thermometer that is always five degrees off of the actual temperature would be considered _______.
   A) reliable but not valid
   B) valid but not reliable
   C) reliable and valid
   D) neither reliable nor valid
   E) This is not a test of reliability or validity.

30) _______ is a performance appraisal method that utilises feedback from supervisors, employees and co-workers.
   A) Individual ranking
   B) Group order ranking
   C) Multi-person comparison
   D) Graphic rating scales
   E) 360-degree feedback
31) Which of the reasons for resistance to change may be beneficial to the organisation?
   A) freezing
   B) concern over personal loss
   C) change is not good for the organisation
   D) refreezing
   E) uncertainty

32) Managers' options for change essentially fall into what three categories?
   A) environment, attitudes and processes
   B) mission, environment and process
   C) environment, technology and mission
   D) mission, structure and people
   E) structure, technology and people

33) Management offering the union guaranteed wage hikes and a no-layoff promise in exchange for help in implementing a new production process would be an example of what kind of tactic for reducing change resistance?
   A) negotiation
   B) coercion
   C) facilitation and support
   D) manipulation and co-optation
   E) participation

34) A manager who threatens to ruin an employee's name in the company if he/she does not cooperate with an impending organisational change is using what kind of tactic for reducing change resistance?
   A) education and communication
   B) manipulation and co-optation
   C) facilitation and support
   D) negotiation
   E) coercion

35) Which of the following is the primary condition to reducing organisational stress?
   A) good job/employee match
   B) merit pay system
   C) decentralisation
   D) fewer government laws and regulations
   E) caring and understanding management

36) Which of the following formal groups are essentially independent groups, which, in addition to their regular job, take on tasks such as hiring, performance evaluations, etc.?
   A) self-managed teams
   B) command groups
   C) task forces
   D) cross-functional teams
   E) business unit alliances
37) At the completion of which of the following stages of group development would there be a relatively clear hierarchy of leadership within the group and agreement on the group’s direction?
   A) forming
   B) norming
   C) conforming
   D) performing
   E) storming

38) The acceptable standards or expectations that are shared by the group’s members are referred to as_______.
   A) roles  B) morals  C) policies  D) values  E) norms

39) The findings of Asch's experiment utilising lines of different lengths would relate to which of the following?
   A) role conflict
   B) performance perceptions
   C) job status
   D) work group cohesiveness
   E) workplace conformity

40) What is a benefit of global teams?
   A) There is less stereotyping.
   B) There is a greater trust among team members.
   C) There is less stress and tension.
   D) There are fewer communication problems.
   E) There is a greater diversity of ideas.

41) _______ is described as the process when the symbols of a message are translated into a form that the receiver can understand.
   A) Expanding
   B) Extending
   C) Reinstating
   D) Encoding
   E) Decoding

42) When a person tells his or her manager what the manager wants to hear, that individual is using which of the following barriers to effective interpersonal communication?
   A) filtering
   B) feedback
   C) selective perception
   D) defensiveness
   E) national culture
43) All of the following are suggestions for overcoming the barriers to effective interpersonal communication EXCEPT _______.
   A) use feedback
   B) constrain emotions
   C) watch non-verbal cues
   D) simplify language
   E) listen passively

44) Which view of conflict sees it as absolutely necessary for effective organisational performance?
   A) human relations view
   B) conservative view
   C) contemporary view
   D) interactionist view
   E) traditional view

45) Withdrawing from or suppression of conflict is termed _______.
   A) accommodation
   B) compromising
   C) forcing
   D) collaborating
   E) avoidance

46) In the control process, to what factor is actual performance compared in order to properly assess the situation?
   A) last year's performance
   B) last month's efforts
   C) competitors' outcomes
   D) desired standards
   E) management opinion

47) In the control process, what type of corrective action asks questions of 'why' and 'how' performance has deviated?
   A) strategic corrective action
   B) immediate corrective action
   C) basic corrective action
   D) cognitive corrective action
   E) planned corrective action

48) In the control process, if employees are constantly NOT meeting their sales quotas, what managerial action may be warranted?
   A) lower the standard
   B) take immediate corrective action
   C) fire the employees
   D) increase the range of variation
   E) retrain the employees, but never lower the standard
49) Changing the oil and filter on your car every 3000 miles is an example of what kind of control?
   A) feedback control  
   B) definitional control  
   C) feedforward control  
   D) projected control  
   E) concurrent control

50) Which of the following is NOT a feedforward control measure to prevent theft or fraud by employees?
   A) prosecuting employees who steal  
   B) having professionals review your internal security controls  
   C) educating and training employees about policies  
   D) involving employees in writing policies  
   E) careful pre-hiring screening
Part B – Short Answer Questions

Answer five (5) from the following eight (8) questions in the space provided. Each question is worth 3 marks (total 15 marks).

51/- Outline the four (4) approaches (to being 'green') that organisations can take with respect to environmental issues.

52/- Outline three (3) reasons for planning.
53/- Outline the difference between structured and unstructured problems and provide an example of each. Which type of decisions (ie. programmed or nonprogrammed) would be used to address each of these problems?

54/- What is the difference between power and authority? Provide an example to illustrate this difference.
55/- Compare and contrast the 'calm-waters' and 'white-water rapids' views of organisational change.

56/- Discuss three (3) characteristics that are associated with effective teams.
57/- Research indicates that there are three types of conflict - task, relationship and process. Define these three types of conflict and discuss the degree to which they are functional or dysfunctional.

58/- Define feedforward, concurrent and feedback control. Provide an example of each.