

SIR ARTHUR LEWIS COMMUNITY COLLEGE
DIVISION OF TECHNICAL EDUCATION AND MANAGEMENT STUDIES

EXAMINATION SESSION : December 2007 Examination

TUTOR (S) : Ms. S. Meliat, Ms. ML. Catty, Ms. M. Lashley,
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PROGRAMME TITLE : Applied Arts – Business Studies
Hospitality Studies #M36

PROGRAMME CODE : 3BS-ABA-AD
3HS-HOS-AD

COURSE TITLE : Principles of Management

COURSE CODE : MGT101

CLASS (ES) : Year 1's

DATE : 5th December, 2007

COMMENCEMENT TIME : 9:00 a.m.

DURATION : 2½ Hours

INVIGILATOR (S) : Ms. U. Joseph, Ms. L. Phillips, Mrs. D. Alfred,
Ms. B. Dwarikasingh
Mr. M. Rene, Ms. F. Paul, Mrs. L. Joseph,
Mr. T. Monrose, Mr. F. Joseph

ROOM (S) : CEHI-1H-02, TRT R3, HOS W1, HOS R1

INSTRUCTIONS :

This Examination Paper consists of three sections;

Section A – Multiple Choice (40 marks)

Section B – True/False (40 marks)

Section C – Essay questions (20 marks)



GOOD LUCK!!

FOR

SECTION A:- MULTIPLE CHOICE

Instructions: - Answer ALL questions in this section. Shade the correct response on your answer sheet.

1. Wasting resources is considered to be an example of managerial _____.
 - a. efficiency
 - b. Effectiveness
 - c. inefficiency
 - d. ineffectiveness

2. Effectiveness is synonymous with _____.
 - a. cost minimization
 - b. resource control
 - c. goal attainment
 - d. efficiency

3. In successful organizations, _____.
 - a. low efficiency and high effectiveness go hand in hand
 - b. high efficiency and low effectiveness go hand in hand
 - c. high efficiency and high effectiveness go hand in hand
 - d. high efficiency and high equity go hand in hand.

4. Which of the following is true concerning technical and managerial skills?
 - a. Human skills and technical skills remain equally important as manager's move to higher levels.
 - b. Technical-skill needs remain necessary and human skills decrease as manager's move to higher levels.
 - c. Human skills remain necessary and technical-skill needs decrease as manager's move to higher levels.
 - d. Both human-skill and technical-skill needs decrease as manager's move to higher levels.

5. An organization is _____.
 - a. the physical location where people work
 - b. a collection of individuals working for the same company
 - c. a deliberate arrangement of people to accomplish some specific purpose
 - d. a group of individuals focused on profit making for their shareholders

6. Frederick Taylor advocated which of the following management principles?
- Work and responsibility should be divided almost equally between managers and workers.
 - Workers should perform all work, while management should maintain responsibility for the work performed.
 - Managers should perform more work than workers, because managers are generally more skilled.
 - Workers can be highly productive even if they are randomly selected for a
7. Which of the following is not one of Fayol's principles of management?
- division of work
 - unity of command
 - discipline
 - equality
8. Bureaucracy is defined as a form of organization characterized by _____
- division of labour
 - clearly defined hierarchy
 - detailed rules and regulations
 - all of the above
9. Fayol was interested in studying _____, whereas Taylor was interested in studying _____.
- senior managers; effective managers
 - all managers; first-line managers
 - bureaucratic structures; chains of command
 - administrative theory; macroeconomics
10. Internal constraints that restrict a manager's decision options _____
- exist within every organization
 - do not exist, as all managers have decision-making discretion
 - exist only to the extent that upper management imposes them
 - exist only to the extent that followers won't do as they are told
11. Managers may be able to expand their areas of discretion by _____
- telling their employees what to do
 - changing and influencing their organization's culture and environment
 - electing new government officials at the federal and state level
 - changing employers and working for a different boss

12. Which of the following most accurately reflects the difference between strong cultures and weak cultures?
- Strong cultures tend to encourage employee innovation, while weak cultures do not.
 - Weak cultures are found in most organizations, whereas strong cultures are relatively rare.
 - Strong cultures have less of an influence on employee behaviour than do weak cultures.
 - Company values are more deeply held and widely shared in strong cultures than in weak cultures.
13. The Internet is having an impact on determining whom an organization's competitors are because it has _____.
- defined the common markets for organizations
 - made certain products invaluable to customer
 - virtually eliminated the need for shopping malls
 - virtually eliminated geographic boundaries
14. Groups such as Mothers Against Drunk Driving (MADD) are examples of what factor in the specific external environment.
- competitors
 - pressure groups
 - customers
 - government agencies
15. If the components of an organization's environment change frequently, the organization is operating in a _____ environment.
- disruptive
 - diverse
 - dynamic
 - difficult
16. The European Union covers _____.
- border controls, taxes, and subsidies
 - nationalistic policies and travel
 - employment, investment, and trade
 - all of the above

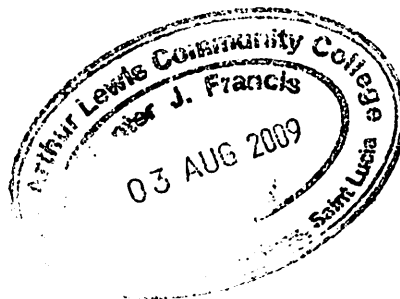


17. Transnational organizations are also known as _____.
- ethnocentric organizations
 - polycentric organizations
 - borderless organizations
 - multi-domestic organization
18. Plans are documents that outline how goals are going to be met and _____
- define which department has what responsibilities needed to accomplish the goals
 - tell what materials and processes are necessary to fulfil the goals
 - identify how much capital is required to complete the goals
 - describe resource allocations, schedules, and other necessary actions to accomplish the goals
19. The effect of planning on managers is that it forces them to _____.
- react to change
 - consider the impact of change
 - respond indiscriminately
 - develop bureaucratic response models
20. Planning involves defining the organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans
- as to which shift will perform what work functions
 - to determine which manager will be in charge of which department
 - for organizational work activities
 - to establish the quality and quantity of work to be accomplished
21. Strategic plans are plans that apply to the entire organization, establish the organization's overall goals, and _____.
- guide the organization toward maximizing organizational profits for the stockholders
 - attempt to satisfy all government regulations while maximizing profits
 - satisfy the organization's stakeholders
 - seek to position the organization in terms of its environment
22. _____ is the collection of managerial decisions and actions that determine the long-run performance of an organization.
- Planning
 - Goal-oriented management
 - Strategic management
 - Leadership

23. What is an organization's financial, physical, human, and intangible assets that are used to develop, manufacture, and deliver products or services to its customers?
- its resources
 - its capabilities
 - its opportunities
 - its core competencies
23. In describing the degree to which tasks in an organization are divided into separate jobs, managers use the term _____.
- work specialization
 - departmentalization
 - chain of command
 - span of control
25. Functional departmentalization groups jobs by _____.
- tasks they perform
 - territories they serve
 - products or services they manufacture or produce
 - type of customer they serve
26. Work teams composed of individuals from various functional specialties are known as _____ teams.
- differentiated
 - product
 - cross-functional
 - weak
27. The line of authority that extends from the upper levels of management to the lowest lowest levels of the organization.
- authorized line of responsibility
 - unity of command
 - responsibility factor
 - chain of command
28. The concept that defines the number of subordinates that report to a manager and that indirectly specifies the number of levels of management in an organization is called _____.
- authorized line of responsibility
 - unity of command
 - responsibility factor
 - span of control



29. Which of the following would likely be found in mechanistic organizations?
- wide span of control
 - empowered employees
 - decentralized responsibility
 - standardized job specialties
30. A list of the minimum qualifications or requirements needed by an employee to perform a job is known as a _____.
- job analysis
 - job description
 - responsibility factor list
 - job specification
31. A performance appraisal method that allows the evaluator to rate employees on an incremental scale is called a _____.
- written essay
 - critical incident
 - graphic rating scale
 - multi-person comparison
32. An assessment that defines the jobs and behaviours necessary to perform the job is known as a _____.
- job description
 - job specification
 - goal-oriented job definition
 - job analysis
33. Global economic pressures force organizations to become more _____.
- price competitive
 - quality conscious
 - cost efficient
 - conservative with raw materials
34. Which of the following is **not** an external force of change?
- marketplace
 - government laws and regulations
 - economic changes
 - workforce



35. The unfreezing step of the change process can be thought of as _____.
- thawing the organization loose from the current status to the new status
 - making the move to the new organizational condition
 - loosening the organization from the old condition and moving it to the new condition.
 - preparing for the needed change
36. The degree to which an employee identifies with his or her job or actively participates in it refers to the employees
- job involvement
 - organizational commitment
 - global commitment
 - job satisfaction
37. With the stakeholder approach of dealing with environmental issues, the organization chooses to respond to _____.
- The demands made by the strongest stakeholders
 - Multiple demands made by social activities
 - The demands made by governmental stakeholders
 - Multiple demands made by stakeholders
38. _____ refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal.
- Motivation
 - Leadership
 - Effort management
 - Need configuration
39. Maslow argued that once a need is substantially satisfied, _____.
- the next need becomes dominant
 - individuals no longer require that need
 - that need continues to motivate an individual
 - it becomes a higher-order need
40. An individual who wants to buy a home in an expensive neighbourhood with a low crime rate is satisfying which need?
- physiological
 - self-actualization
 - physiological
 - self-actualization

END OF SECTION A

