



UNIVERSITY OF COLOMBO, SRI LANKA

UNIVERSITY OF COLOMBO SCHOOL OF COMPUTING

DEGREE OF BACHELOR OF INFORMATION TECHNOLOGY (EXTERNAL)

Academic Year 2017 – 3rd Year Examination – Semester 5

EN5101: Fundamentals of Management

11th June, 2017

(TWO HOURS)

Important Instructions :

- The duration of the paper is **02 (Two) hours**.
- The medium of instructions and questions is English.
- The paper has **40 questions** and **8 pages**.
- All questions are of the **MCQ (Multiple Choice Questions)** type.
- All questions should be answered.
- Each question will have 5 (five) choices with **one or more** correct answers.
- All questions will carry equal marks.
- There will be a penalty for incorrect responses to discourage guessing.
- The mark given for a question will vary from 0 to +1 (*All the correct choices are marked & no incorrect choices are marked*).
- Answers should be marked on the special answer sheet provided.
- Note that questions appear on both sides of the paper.
If a page is not printed, please inform the supervisor immediately.
- Mark the correct choices on the question paper first and then transfer them to the given answer sheet which will be machine marked. **Please completely read and follow the instructions given on the other side of the answer sheet before you shade your correct choices.**

1. “Management is a universal phenomenon. It is a very popular and widely used term. All organizations - business, political, cultural or social are involved in management because it is management which helps and directs the various efforts towards a definite purpose.” Which of the following statements best explains the meaning of management?

- (a) Management is the art of getting things done through people.
- (b) Management is the art of managing physical resources.
- (c) Management is the system of managing organizational deficiencies.
- (d) Management is the way of carrying out jobs and duties to satisfy owners of a business.
- (e) Management is the process of planning, organizing, leading and controlling resources to achieve organizational goals.

2. Ms. Silva as a manager is responsible for the strategic level management of an organization. She is supposed to coordinate the tasks at top level of the organization showing more conceptual skills to make decisions successfully. The possible managerial position(s) that could be held by Ms. Silva according to the information is/are illustrated by the position(s)

- | | | |
|------------------------|------------------------------|--------------------|
| (a) Chairman. | (b) Chief Executive Officer. | (c) Legal Advisor. |
| (d) Marketing Manager. | (e) Finance Manager. | |

3. An employee of an organization mentioned in an interview that its Chief Executive Officer (CEO) is connected with the efficiency aspect of the business. The term “efficiency” is considered to be

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|-----|---|
| (a) | doing the things right. |
| (b) | doing the right thing. |
| (c) | the ability to optimise the use of resources. |
| (d) | enhancing innovation of the products. |
| (e) | achieving organizational goals. |

4. The presence of today’s workforce in an organization could be illustrated in the following photograph.



Which of the following attributes of workers could be communicated in the photograph above?

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|-------------------------------|
| (a) Teamwork |
| (b) Grievances |
| (c) Competition among workers |
| (d) Motivation |
| (e) High work pressure |

5. “The workplace of today has become more complex and needs to be well understood to be managed by considering recent historical trends in management.” The recent historical trend(s) in management is/are
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|---------------------------------|-------------------------------|-----------------------------------|
| (a) the classical thinking. | (b) the behavioural thinking. | (c) the collaborative innovation. |
| (d) the humanistic perspective. | (e) the contingency view. | |
6. Scientific management is an early 20th century school of management thought concerned primarily with the physical efficiency of an individual worker. The main features of Scientific management comprise of
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|-------------------------|---------------------------|
| (a) division of labour. | (b) intrinsic motivation. |
| (c) teamwork. | (d) piece-rate wages. |
| (e) empowerment. | |
7. Leadership refers today to managing relationships through which the leader is able to have influence on the behaviours and actions of others. The successful leaders try to influence others through
- | | |
|---------------------------------|-----------------------|
| (a) inspiration and motivation. | (b) positional power. |
| (c) punishments. | (d) forgiving. |
| (e) rules and procedures. | |
8. Fill in the blank.
----- is not an intrinsic factor of work motivation.
- | |
|-------------------|
| (a) The pay |
| (b) Career growth |
| (c) Belongingness |
| (d) Recognition |
| (e) Achievement |
9. The need of having relations with the external environment by a business entity has been emphasized by the
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|---------------------------|----------------------------|
| (a) contingency view. | (b) systems approach. |
| (c) human relations view. | (d) quantitative approach. |
| (e) humanistic approach. | |
10. The best strategy to deal with a stable business environment using an internal approach is the
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|-----------------------------------|
| (a) defensive strategy. |
| (b) adaptable culture strategy. |
| (c) involvement culture strategy. |
| (d) consistent culture strategy. |
| (e) flexible culture strategy. |
11. The implementation of corporate level strategies of an organization needs to be directly supported by its
- | |
|-------------------------------------|
| (a) operational strategies. |
| (b) functional strategies. |
| (c) portfolio strategies. |
| (d) product development strategies. |
| (e) investment strategies. |

12. The development of strategic goals of a firm is based on its
- (a) structure.
 - (b) job design.
 - (c) mission.
 - (d) HR plans.
 - (e) contingency plans.
13. The “one-best-way” to management has been rejected by the
- (a) systems approach.
 - (b) classical approach.
 - (c) quantitative approach.
 - (d) contingency approach.
 - (e) behavioural approach.
14. Organizational communication refers to a process of
- (a) transfer of messages.
 - (b) understanding messages.
 - (c) transfer of messages meaningfully.
 - (d) One-way transfer of messages.
 - (e) overloading information.
15. Which of the following managerial roles refer to interpersonal roles?
- (a) Leader, monitor, entrepreneur
 - (b) Liaison, entrepreneur, disturbance handler
 - (c) Figurehead, leader, liaison
 - (d) Monitor, disseminator, spokesperson
 - (e) Figurehead, spokesperson, entrepreneur
16. The most suitable organizational structure for a small business is the
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|---------------------------|---------------------------|-----------------------|
| (a) Market Structure. | (b) Mixed Structure. | (c) Simple Structure. |
| (d) Divisional Structure. | (e) Functional Structure. | |
17. Which of the following statements is/are **TRUE** for a successful leader of an organization of today.
- (a) A successful leader of a today’s organization needs to focus on the task to be accomplished by the employees.
 - (b) A successful leader of a today’s organization is supposed to be more concerned about developing relationships with the employees while focusing on the task to be accomplished by them.
 - (c) A successful leader of a today’s organization is supposed to inspire and motivate the employees.
 - (d) While analysing the environment, a successful leader of a today’s organization is responsible to initiate changes and gain a competitive position to the organization.
 - (e) A successful leader of a today’s organization is expected to be static in response to the changes that occur in the environment.

18. Which of the following is/are presenting a strategic goal of an organization?
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| <ul style="list-style-type: none"> (a) Reduction of inventory cost (b) Minimizing production waste (c) Minimizing administrative overhead (d) Customer satisfaction through product development (e) Reduction of machine maintenance cost |
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19. The application of quality management principles throughout an organization on a continuous basis refers to
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| <ul style="list-style-type: none"> (a) lean manufacturing. (b) quality control. (c) total quality control. (d) quality assurance. (e) quality planning. |
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20. (A) popular method(s) used by managers to analyze on industry is/are
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| <ul style="list-style-type: none"> (a) SWOT analysis. (b) Cost analysis. (c) Market analysis. (d) Five forces analysis. (e) Sales analysis. |
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21. Toyota's target market is diverse in terms of consumer preferences and regional and local market conditions. As such its marketing mix is tailored to address such variations while offering high quality automobiles to cater to these markets. Overall, Toyota's business strategies are concerned with
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|---|
| <ul style="list-style-type: none"> (a) mass marketing (b) market standardization (c) market penetration (d) product market integration (e) product standardization |
|---|
22. Which of the following needs can be recognized as social needs as introduced by Maslow?
- | | |
|--|---|
| <ul style="list-style-type: none"> (a) Salary (c) Affiliation (e) Achievement | <ul style="list-style-type: none"> (b) Recognition (d) Teamwork |
|--|---|
23. Out of the following, which one (s) is/are considered to be the new types of teams at the workplace?
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|---|
| <ul style="list-style-type: none"> (a) Production teams (b) Informal teams (c) Formal teams (d) Self-managed teams (e) Virtual teams |
|---|
24. Which of the following is/are (an) element (s) of the macro environment of a business organization?
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|--|
| <ul style="list-style-type: none"> (a) Management (b) Political dimension (c) Employees (d) Culture of the organization (e) International dimension |
|--|

25. Out of the following, select the element (s) of structure of an organization.

- (a) Job design
- (b) Organization's values
- (c) Organization's assumptions
- (d) Organization's leadership
- (e) Departmentalization

26. The weaknesses of an organization are illustrated by its

- (a) flexible structure.
- (b) poor management.
- (c) motivated staff.
- (d) rigid structure.
- (e) financial strength.

27. Alternative global business strategies that a multinational enterprise (MNE) can consider are

- (a) multi-domestic strategy.
- (b) globalization strategy.
- (c) import strategy.
- (d) finance strategy.
- (e) transnational strategy.

28. The examples for organizational coalitions are

- (a) project teams.
- (b) production Department.
- (c) quality circles.
- (d) HR Department.
- (e) legal Department.

29. The personality of an organization is communicated by its

- (a) structure.
- (b) divisions.
- (c) culture.
- (d) management.
- (e) finance.

30. Fill in the blank in the following sentence.

----- is a proactive measure to prepare for uncontrollable events faced by an organization.

- (a) Operational plan
- (b) Tactical plan
- (c) Strategic plan
- (d) Human resource plan
- (e) Contingency plan

31. Which one of the following is an example for a non-programmed decision?

- (a) Inventory control
- (b) Monitoring employee attendance
- (c) Machine maintenance
- (d) Mergers and acquisition
- (e) Procurement

32. Satisficing behaviour of the decision maker is explained in the

- (a) Classical decision making model.
- (b) Normative decision making model.
- (c) Administrative model.
- (d) Bounded rationale model.
- (e) Political model.

33. The process of work motivation starts with

- (a) goal setting.
- (b) need satisfaction.
- (c) needs or expectations.
- (d) drives.
- (e) frustration.

34. A dual reporting style is found in the

- (a) functional structure.
- (b) divisional structure.
- (c) matrix structure.
- (d) geographical structure.
- (e) market structure.

35. "Leaders can be made" is emphasized in the

- (a) traits approach to leadership.
- (b) behavioural approaches to leadership.
- (c) situational approach to leadership.
- (d) modern approaches to leadership.
- (e) great man theory of leadership.

36. Fill in the blank.

----- identified the 'production-centered supervisor' and 'employee-centered supervisor' dimensions of leadership.

- (a) Michigan study
- (b) Ohio study
- (c) Iowa study
- (d) Fred Fiedler
- (e) Hersey and Blanchard

37. The complex nature of the motivational process has been well explained by

- (a) content theories of motivation.
- (b) expectancy theory.
- (c) process theories of motivation.
- (d) two-factor theory.
- (e) needs hierarchy theory.

38. The majority of members of an organization tend to respect each other and work in teams by sharing core principles of the organization. The same is true when they face challenges and problems as well as finding best solutions to those problems, which in turn helps managers to do the control function effectively. This kind of management control is recognized as

- (a) feedback control.
- (b) cultural control.
- (c) output control.
- (d) feed-forward control.
- (e) financial control.

39. Fill in the blank.

..... plays a hidden role in controlling organizations.

- (a) Organizational structure
- (b) Organizational technology
- (c) Organizational culture
- (d) Organizational communication
- (e) Organizational mission

40. Managing a workforce of women and men, racial and ethnic groups, etc. are primarily referred to as

- (a) managing globalization.
- (b) managing workforce diversity.
- (c) managing customer service.
- (d) managing people skills.
- (e) managing technology.
