KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

**COLLEGE OF SCIENCE**

**END OF FIRST SEMESTER EXAMINATIONS**

**MAS 261: PRINCIPLES OF MANAGEMENT**

**BSC BIOCHEMSITRY, BSC CHEMISTRY, BSC ENVIRONMENTAL SCIENCE, BSC OPTOMETRY, BSC PHYSICS, BSC METEOROLOGY & CLIMATE SCIENCE**

**YEAR 4**

**MAY 2022** **Duration: 2 hours**

***General Instructions:***

* Write your **index number** in the space provided below on the question paper.
* Answer **all** questions.
* Note that the question paper will be collected at the end of this examination
* Write legibly and coherently.

**INDEX NUMBER: ………………………………………..**

**Instructions:** *Answer* ***all*** *questions from this section. Each question in this section is followed by* ***five*** *options lettered* ***A*** *to* ***D****. Circle the* ***most appropriate option*** *for each question on the question sheet and shade the corresponding answer on the scannable sheet provided. Each question carries* ***1 mark***.

**1. Which of the following is true about preparing a SWOT Analysis?**

* 1. It should focus on where the organization is today, not where it could be in the future.
  2. SWOT Analysis is objective
  3. It should be specific and avoid grey areas
  4. It should analyze the organization only and ignore the performance of competitors.

**2. Which of the following could be a weakness?**

a. A developing market such as the Internet

b. Competitors with access to better channels of distribution

c. Poor quality of goods and services

d. Special marketing expertise

1. **Among Management Functions include the following except**
2. Planning
3. Leading
4. Controlling
5. Recruiting

1. **In strategic management, environmental scanning is carried out to determine**
2. Opportunities and Threats
3. Strengths and Weaknesses
4. Opportunities and Weaknesses
5. Strengths and Opportunities

1. **\_\_\_\_\_\_\_\_\_ is the first and most important of all the functions of management**
2. Leading
3. Organizing
4. Planning
5. Controlling
6. **\_\_\_\_\_\_\_\_ is an extrinsic means of motivation.**

a. Recognition

b. Flexibility

c. Salary

d. Responsibility

**7. Which of the following is Theory X consistent with?**

a. the reduced need of supervision and direction from managers

b. the principles of participative management

c. the autocratic style of managing people

d. the use of recognition and achievements to motivate employees.

**8. Which of the following is an example of an intrinsic reward?**

a. profit-sharing plan

b. employee stock option

c. bonus

d. employee recognition

**9. \_\_\_\_\_\_\_\_ is defined as the extent to which members of a group are similar to, or different from, one another.**

a. Universality

b. Civility

c. Homogeneity

d. Diversity

**10. What are the sources of Power?**

a. Position power and physical power

b. Personal power and physical power

c. Position power and personal power

d. Physical power and hiring power

**11. \_\_\_\_\_\_\_\_\_\_\_ is the extent to which a manager can use extrinsic and intrinsic rewards to control other people.**

a. Reward power

b. Position power

c. Physical power

d. Personal power

**12. A manager’s \_\_\_\_\_\_\_\_\_\_\_\_ is increased by characteristics that enhance his or her likeability and create personal attraction in relationships with other people.**

a. referent power

b. position power

c. authority power

d. technical power

**13. Role perception is defined as \_\_\_\_\_\_\_\_.**

a. the degree to which members are motivated to stay in the group.

b. the socially defined position or rank given to group members by others

c. the existence of roles that are at variance with one another

d. our view of how we are supposed to act in a given situation

**14. Michael is devoted and very active in his church. He is also a very dedicated employee. His manager offers him a promotion but the new role will require him to work on Sundays. Michael would like the promotion, but realizes that it would force him to miss some church activities. In this situation, Michael is most likely to experience \_\_\_\_\_\_\_\_.**

a. groupshift

b. role fuzziness

c. role conflict

d. social loafing

15. Joe Sullivan and Mark Holland, members of the top management at EuAir, an European airlines, were preparing for a meeting to discuss strategies to combat the recent rise in fuel prices. Before the meeting began, Joe and Mark were discussing how oil prices significantly impact the health of the world economy. Joe spoke of how higher oil prices since 1999, partly the result of OPEC supply management policies, contributed to the global economic downturn in 2000-2001. Mark agreed but added that the right kind of strategy can help them overcome and even profitably use this opportunity for hiking fares.

**Which of the following statements, if true, would weaken the argument that Mark experienced groupshift in the meeting?**

a. Mark was of the opinion that oil suppliers were going to pressure them even more in the future and the company had to resort to alternatives like bio fuels.

b. Mark felt that implementing a price rise was necessary to recover the costs in operating the flights.

c. Mark recommended that the company should establish a fuel hedging contract with its key suppliers to ensure protection from fuel price rises.

d. Mark stated that the company should increase operations but at lower fares so they can regain control over the market share.

**16. The traditional perspectives of management that examines rational entity is…………**

a. Total Quality Management

b. Scientific Management Theory

c. Administrative Management

d. Bureaucratic Management

**17. Which of the following is a contributing factor with regard to social loafing?**

a. severe time constraints

b. dispersion of responsibility

c. difficult task assignments

d. high collective

**18. Unlike in the case of goal-setting theory, MBO strongly advocates \_\_\_\_\_\_\_\_.**

a. participatively set goals

b. specific performance objectives

c. explicit time periods

d. independent tasks

**19. Controlling as a function of management ensures that**

a. Plans have been carried out according to set standards

b. Plans have been created to suite the manager’s preference

c. Plans have been modified to enable flexible modifications

d. Plans have been standardized for easy implementation

**20. Matrix organizations are sometimes referred to as\_\_\_\_\_\_\_\_\_**

a. multiple command system

b. multiple control system

c. single command system

d. single control system

**21. Which of the following is the structure in which employees report to functional or divisional manager and at the same time to project or group manager?**

a. Tall organizational structures

b Flat organizational structures

c. Matrix organizational structures

d. Pointy organizational structures

**22. The right to act or to direct the actions and behaviors of others is termed as\_\_\_\_\_\_**

a. management

b. leadership

c. power

d. authority

**23. \_\_\_\_\_\_\_motivation occurs when you are passionate about a task and perform it for sheer pleasure of it.**

a. Intrinsic

b. Extrinsic

c. Supportive

d. Optimal

**24. \_\_\_\_\_\_motivation occurs when you perform a task because some force, either external to you (money, rewards, punishment) or internal to you.**

a. Extrinsic

b. Supportive

c. Intrinsic

d. Optimal

**25. With reference to Herzberg’s two factor theory, which of the following is categorized as a motivator**

a. salary

b. recognition

c. company policy

d. interpersonal relations

**26. \_\_\_\_\_\_\_\_\_\_ theory proposes that people are motivated when they believe they can accomplish the task, they will get the reward and the reward for doing the task is worth the effort.**

a. Self-efficacy

b. Maslow’s Hierarchy

c. Expectancy

d. Goal-setting

**27. \_\_\_\_\_\_\_\_\_ theories emphasize goals and processes by which workers are motivated.**

a. process

b. content

c. system

d. synergy

**28. Vroom posits that motivation is a result of rational calculations, as follows: \_\_\_\_\_\_\_\_**

a. a person is motivated; performance will be forced; the worker will be extremely happy

b. a person is motivated; performance is measured; the worker will be highly promoted

c. a person is motivated; performance will be rewarded; the value of the reward is positive

d. a person is motivated; performance is encouraged; the worker will be promoted

**29. \_\_\_\_\_\_\_ refers to the person’s perception of his or her ability (probability to accomplish an objective).**

a. Self-efficacy

b. Expectancy

c. Synergy

d. Equity

**30. Which theory proposes that people are motivated when their perceived inputs equal outputs?**

a. Expectancy

b. Equity

c. Self-efficacy

d. Synergy

**31. To motivate, goals must have\_\_\_\_\_\_\_\_\_\_\_\_\_**

a. clarity; challenge; commitment; feedback; task complexity

b. clarity; power; resilience; commitment; task complexity

c. challenge; feedback; task complexity; resilience; power

d. task complexity; power; ambition, focus; feedback

**32. The management function which requires a manager to establish his personal attributes is known as \_\_\_\_\_\_\_\_\_\_\_\_**

a. planning

b. organizing

c. staffing

d. leading

**33. Fiedler assumed a person’s leadership style was \_\_\_\_\_\_\_\_**

a. relatively flexible

b. democratic

c. contingent upon the situation

d. fixed

**34. According to Hersey and Blanchard, a high task-low relationship situation calls for the \_\_\_\_\_\_\_\_\_leadership style**

a. delegating

b. participating

c. selling

d. telling

**35. Which of the following leadership styles describes a leader who provides both directive and supportive behavior?**

a. participating

b. delegating

c. selling

d. telling

**36. According to the Path-Goal theory, directive leadership will lead to higher employee satisfaction where there is \_\_\_\_\_\_\_\_\_\_\_\_ within a work group.**

a. substantial conflict

b. internal locus of control

c. cohesiveness

d. high structure

**37. Status refers to the \_\_\_\_\_\_\_\_.**

a. socially defined position or rank given to groups or group members by others

b. adjustment of one's behavior to align with the norms of the group

c. impact that support of group norms has on workplace civility

d. acceptable standards of behavior within a group that are shared by the group's members

**38. Which of the following terms indicates the tendency of individuals to spend less effort when working collectively?**

a. Groupthink

b. Collective efficacy

c. Social loafing

d. Social facilitation

**39. \_\_\_\_\_\_\_\_ refers to the degree to which members are attracted to each other and motivated to stay in the group.**

a. Cohesiveness

b. Diversity

c. Assertiveness

d. Social dominance

**40. \_\_\_\_\_\_\_\_ is defined as a phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.**

a. In-group favoritism

b. Groupthink

c. Cyber loafing

d. Groupshift

**41. Which of the following steps can be taken by a manager so as to minimize groupthink?**

a. encouraging group leaders to develop a stronger sense of group identity

b. seeking input from employees before the group leader presents his opinions

c. increasing the group size

d. preventing all team members from engaging in a critical evaluation of ideas at the beginning

**42. The purpose for which a company exist is termed as its**

1. Mission
2. Vision
3. Strategy
4. Status-Quo

**43. Evidence indicates that transformational leadership is strongly correlated with \_\_\_\_\_\_\_\_\_**

a. higher turnover rates and lower levels of productivity and employee satisfaction

b. higher turnover rates and higher levels of employee satisfaction and follower well-being

c. lower turnover rates and lower levels of goal attainment and follower well-being

d. lower turnover rates and higher levels of productivity and creativity

**44. In the expectancy theory, \_\_\_\_\_\_\_\_\_\_\_ is the importance that the individual places on the potential outcome or reward that can be achieved on the job.**

a. instrumentality

b. saliency

c. expectancy

d. valence

**45. To maximize motivation among today’s workforce, managers need to think in terms of**

a. compensation

b. flexibility

c. job security

d. job autonomy

**46. People with higher need for achievement \_\_\_\_\_\_\_\_\_**

a. prefer moderately challenging goals

b. emphasize the rewards of success

c. make good managers, especially in large organisations.

d. emphasize helping others accomplish their goals

**47. The goal-setting theory has the most value when \_\_\_\_\_\_\_\_\_**

a. the individual has low self-efficacy

b. the goals are made public

c. the goals are assigned to the individual

d. the individual is a higher achiever

**48. \_\_\_\_\_\_\_\_ theory says that behavior is a function of its consequence**

a. reinforcement

b. equity

c. goal-setting

d. two-factor

1. **Why would managers need to know the environment in which they are operating?**
2. Because it is necessary to know the limitations of the firm
3. Because it has the potential to constrain decisions
4. Because it has the potential to determine strengths
5. Because it has the ability to identify weaknesses
6. **Classical/Traditional approach is based on the assumption that**
7. Human beings are rational and economically oriented
8. Human beings are considerate and ethically upright
9. Human beings are rational and psychologically stable
10. Human beings are selfish and need to be managed
11. **The following include the classical approaches to Management theory EXCEPT**
12. Scientific management
13. Systems management
14. Administrative management
15. Bureaucratic management
16. **A manager is someone who**
17. Gives specific instructions to employees on what job to do and how to do it
18. Provides guidance to employees and tells them what to do when necessary
19. Determines the rewards and benefits of employees and orders them to achieve goals
20. Coordinates and oversees the work of employees so that organizational goals can be accomplished
21. **\_\_\_\_\_\_\_\_\_\_ are work job-specific knowledge and techniques needed to proficiently perform work tasks**
22. Conceptual skill
23. Technical skill
24. Interpersonal skill
25. Human skill
26. **Who amongst the following is regarded as the father of scientific management?**
27. Henry Fayol
28. Abraham Maslow
29. Fredrick Taylor
30. Henry Gantt
31. **The major purpose of Administrative Management Theory is**
32. Developing principles that could guide the design, creation and maintenance of large organizations
33. Developing concepts and policies that could be used to maintain power in organizations
34. Developing rules and regulations that can be used to micro-manage employees to accomplish tasks
35. Developing understanding of relevant human theories that can be used to develop organizations

**56. Which of the following represents the acceptable standards of behavior within a group that are shared by the group's members?**

a. goals

b. norms

c. dyads

d. status

**57. Role \_\_\_\_\_\_\_\_ is defined as the way others believe you should act in a given context.**

a. fuzziness

b. expectation

c. perception

d. enhancement

**58. \_\_\_\_\_\_\_\_ leaders inspire followers to transcend their self-interests for the good of the organization and can have an extraordinary effect on their followers.**

a. Transformational

b. Production-oriented

c. Task oriented

d. Transactional

1. **A point in the life of an employee where there is no clear cut on matters relating to what should be obeyed and what should not be obeyed is known as:**
2. Zone of indifference
3. Zone of dilemma
4. Zone of disobedience
5. Zone of obedience
6. **Being part of a project towards completion by managers will be considered to fall under which managerial function?**

a. controlling

b. planning

c. directing

d. leading

1. **An important part of the controlling function is \_\_\_\_\_\_\_\_.**

a. evaluating

b. structuring

c. coordinating

d. punishing

1. **\_\_\_\_\_\_\_\_ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.**

a. Henri Fayol

b. Robert L. Katz

c. Henry Mintzberg

d. Henry Ford

1. **Taylor in asserting the scientific management concept was a believer in**
2. Viewing the organization as a whole and as an interrelationship of its parts
3. Theory X and Y about work and people
4. The capitalist point of view and method of production
5. The rational economic needs concept of motivation
6. **Which of the members in the list below tends to formulate policies for the organization as a whole?**

a. Operational staff

b. Supervisors

c. Managers

d. Board of Directors

**65. The scalar chain principle relates to:**

1. A structure based on tried general principles
2. The need for people to act together with unity of action
3. Specification and the distinction between different kinds of duties
4. The hierarchy of organization, the grading of duties, and the process of delegation

**66. The classical management writers placed a lot of emphasis on:**

1. The planning of work and the technical requirements of the organization
2. The technical requirements of the organization and its needs
3. The main decision areas or sub systems
4. The continual interactions with the broader external

**67. Span of control deals with**

a. the number of employees who can control the system of administration

b. the appropriate number of superiors a subordinate report to

c. the appropriate number of subordinates a superior control

d. the number of subordinates who are knowledgeable about their work

**68. \_\_\_\_\_\_\_\_\_\_ is termed as the way in which an organization’s activities are divided, organized and coordinated.**

a. Organizational Performance

b. Organizational Structure

c. Organizational System

d. Organizational synergy

**69. The system of tasks, reporting relationships and communication that link people and groups together to accomplish task that serve the organizational purpose is**

a. Organizational subordination

b. Organizational System

c. Organizational Structure

d. Organizational subsystem

**70. Among the importance of organizational structure is that**

a. It provides a means for responsibilities and authority relationships

b. It gives the manager the prerogative in making independent decisions

c. It encourages the leader to give directives using intuition

d. It provides a way of accountability for management

**71. Functional structure\_\_\_\_\_\_\_\_\_\_**

a. groups people together with excellent skills who directs subordinates

b. groups people together with similar skills who perform similar tasks

c. groups people together with good behavior who assigns tasks

d. groups people together with very good cognitive standing who manages tasks

**72. There is unity of command in\_\_\_\_\_\_\_\_\_**

a. staff organizational structure

b. lateral organizational structure

c. functional organizational structure

d. line organizational structure

**73. \_\_\_\_\_\_\_ structure is made up of people who provide specialized support services for the line organization**

a. scalar

b. line

c. direct

d. staff

**74. \_\_\_\_\_\_\_\_\_\_\_\_ is the control over methods of production and analysis.**

a. Content power

b. Process power

c. Position power

d. Physical power

**75. The ability to control another’s behavior because through the individual’s efforts, the person accepts the desirability of an offered goal and reasonable way of achieving it, is termed as**

a. Referent persuasion

b. Rational persuasion

c. Referent power

d. Rational power

**76. Three personal characteristics have the special potential for enhancing personal power in organizations. These include;**

a. physical power, political savvy, and extroversion

b. political savvy, likeability, and political power

c. expertise, networking, and political power

d. expertise, political savvy, and likeability

**77. To manage is to forecast, plan, coordinate, command and control is a typical example of the definition of management by………………….**

1. Hill McShane
2. Henry Fayol
3. Frederick Taylor
4. Peter Drucker

**78. Which management level is responsible for implementing policies and procedures from the Board of Directors?**

a. Tactical Managers

b. Operational Managers

c. Strategic Managers

d. Line Managers

**79. With today’s more decentralized organizations, which of the following can be true?**

a. Employees are less likely to be asked to manage themselves

b. Employees have less autonomy to set their own objectives

c. Employees are encouraged to use their own experience

d. Employees are less dependent on supervisors to tell them what to do

**80. Which of the following is NOT considered as one of the shortcomings of the scientific management.**

a. It did not appreciate the social contest of work

b. It paid too much attention to needs of workers

c. It often led to dehumanizing working conditions

d. It prohibited employee initiative.

**81. Decisions that have long term perspective of influence on the organization is said to be………….**

a. Operational decision

b. Strategic Decision

c. Tactical Decision

d. Programmed decision

**82. A manager attending a local society meeting may be said to be functioning as\_\_\_\_\_\_\_**

a. Leader

b. Liaison Officer

c. Disseminator

d. Information Officer

**83. Managers have the right to use \_\_\_\_\_\_\_\_\_\_\_in their daily activities.**

a. Power

b. Command

c. Authority

d. Responsibility

**84. The following are elements of direction except \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

a. supervision

b. leadership

c. motivation

d. staffing

**85. The group of people who have an interest in an organization or institution are known as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

a. Stakeholders

b. Interest group

c. Employees

d. Customers

**86. A typical hierarchical arrangement of lines of authority that shows the duties of employees in an organization is known as\_\_\_\_\_\_\_\_\_\_\_**

a. Organizational Structure

b. Organizational Culture

c. Organizational Hierarchy

d. Organizational Chains of Command

**87. The desire to use one’s potential to the maximum is termed by Maslow as ………**

a. esteem needs

b. physiological

c. self-actualization

d. need for achievement

**88. A/an \_\_\_\_\_\_\_\_\_\_ is the people, information and facilities etc. at the disposal of the organization.**

a. resource

b. infrastructure

c. value

d. policy

**89. Which of the following is the first step in the management planning process?**

a. evaluating the alternatives

b. making forecasts of trends

c. implementing a course of action

d. setting an objective

**90. Another term for efficiency in the organization is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

a. doing the right things

b. doing things right

c. making sure things get done

d. doing things at the right time

1. **Who is regarded as the founder of Classical Approach to Management?**
2. Henry Fayol
3. Fredrick Taylor
4. Abraham Maslow
5. Henry Gantt
6. **Human Relations of the Behavioral Approach was founded by**
7. Prof. Elton Mayo
8. Prof. Victor Vroom
9. Prof. William Ouchi
10. Prof. Bernard Ohno
11. **Mr. Kofi is the CEO of African Flavors, a company dealing in Ceramics. He recently led his firm to apply a Growth grand strategy by purchasing their supplier’s firm. Which of these specific strategies did African Flavors apply?**
12. Horizontal Integration
13. Turn-around strategy
14. Backward Vertical Integration
15. Forward Vertical Integration

**94. Motivation theories can be grouped into two main categories. These are \_\_\_\_\_\_\_.**

a. Content and Systems

b. Process and Content

c. Process and Systems

d. Systems and Synergy

**95. \_\_\_\_\_\_\_\_\_theories stress the satisfaction of needs.**

a. Content

b. Systems

c. Process

d. Synergy

**96. \_\_\_\_\_\_\_theories emphasize the importance of rewards.**

a. Content

b. Process

c. Systems

d. Synergy

**97. \_\_\_\_\_\_\_\_\_\_ attempt to explain and describe how people start, sustain and direct behavior aimed at the satisfaction of needs or the elimination or reduction of inner tension.**

a. Process theories

b. Systems theories

c. Content theories

d. Synergy

**98. \_\_\_\_\_\_\_\_\_\_ are the approaches to the study of leadership which emphasise the personality of the leader:**  
a. Contingency theories  
b. Group theories  
c. Trait theories  
d. Inspirational theories

**99. The Ohio State Leadership Studies revealed \_\_\_\_\_\_\_\_\_\_\_\_\_ and initiating structure as two major dimensions of leadership behaviour:**  
a. Control  
b. Communication  
c. Collaboration  
d. Consideration

**100. \_\_\_\_\_\_\_\_\_ used the terms “employee-centred” and “production-centred” to describe leader behaviour:**  
a. Blake and McCanse  
b. Fiedler  
c. McGregor  
d. Likert

***N. M. KAMIL***

***C. ADJANOR-DOKU***

***A. SARDIYA***

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