AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT
FACULTY OF BUSINESS EDUCATION
DEPARTMENT OF MANAGEMENT STUDIES EDUCATION
END OF SECOND SEMESTER EXAMINATION, AUGUST 2021

COURSE TITLE	PRINCIPLES OF MANAGEMENT II
COURSE CODE	MGT 123
TIME ALLOWED	2 HOURS
EXAMINER	GIDEON JOJO AMOS, Ph.D.
INSTRUCTIONS	ANSWER ALL QUESTIONS ON THE QUESTION PAPER

INDEX No.: ……………………………………………………   *CLASS:*…………………..…………

SECTION A (40 Marks)

INSTRUCTION: *Circle one of the alternative answers suggested for each question on the Question Paper*

Q1. A definition of the term *group* as used in the context of management is that a *group* is made up of people who interact with one another, perceive themselves to be a *group*, and are primarily physically aware of one another. **True/False**

Q2. A *formal group* is one that exists within an organisation by virtue of interaction among organisation members who work in proximity to one another. **True/False**

Q3. Within *charismatic* organisations, authority is legitimized by custom, tradition and a long-standing belief in the natural right to rule. **True/False**

Q4. The type of group that generally handles more routine organisational activities is the:
(a) informal task group;
(b) informal command group;
(c) formal task group;
(d) formal command group;
(e) none of the above.

Q5. The *principle of responsibility* states that in every organized group, the supreme authority must rest somewhere. There should be a clear line of authority to every individual and group. **True/False**

Q6. The concept of *corporate culture* usually does not include the set of beliefs that organisation members have about their organisation and its functioning. **True/False**

Q7. Mechanisms that managers can use to influence corporate culture include:
(a) what leaders pay attention to;
(b) criteria that leaders use to make organisational awards;
(c) criteria leaders use to select new employees;
(d) all of the above;
(e) none of the above

Q8. A cross-functional team can also be a problem-solving team, but it cannot be a self-managed team. **True/False**

Q9. Which of the following is *not* a stage of team development:
(a) storming;
(b) alarming;
(c) forming;
(d) performing;
(e) norming

Q10. The *principle of definition* states that the authority of every member of any organized group should be defined, as far as possible, to the performance of a single function. **True/False**

Q11. Managers should be encouraged to take the following steps to increase the success of a committee:
(a) clearly define the goals of the committee;
(b) rephrase ideas that have already been expressed;
(c) select a chairperson on the basis of ability to run an efficient meeting;
(d) a and b;
(e) a, b, and c.

Q12. *Centralization of authority* is the location of most authority at the upper levels of the organisation hierarchy. In centralized organisations, managers make most decisions, even the relatively small ones. **True/False**

Q13. The *principle of balance* states that the content of each position, both the duties involved, the authority and responsibility contemplated and the relationships with other positions should be clearly spelt-out in writing and published to all concerned. **True/False**

Q14. *Organic organisations* are characterised by broadly defined jobs and responsibility; loosely defined, frequently changing roles; and decentralized authority and horizontal communication based on task knowledge. **True/False**

Q15. A method under which a manager is given specific objectives to achieve and is evaluated according to the accomplishment of these objectives is:
(a) means-ends analysis;
(b) operational objectives;
(c) individual objectives;
(d) management-by-objectives;
(e) management-by-exception.

Q16. In the context of management and organisational studies, organisational objectives should reflect the organisation's purpose. **True/False**

Q17. The *shamrock organisation* is the organisation which is made up of three distinct groups of people who are managed, organized and paid differently, and with different expectations; the professional core, the contractual fringe; and the flexible labour. **True/False**

Q18. The management concept that recommends that employees should have one and only one boss is termed:
(a) departmentalization;
(b) function;
(c) unity of command;
(d) scalar relationship;
(e) none of the above

Q19. *Matrix departmentalization* is a hybrid structure in which two or more forms of departmentalization are used together. The most common matrix combines the product and functional forms, but other forms may also be used. **True/False**

Q20. Which of these types of organisations works best in dynamic, changing business environment: (a) mechanistic organisation;
(b) hybrid organisation;
(c) organic organisation;
(d) formal organisations;
(e) informal organisation

Q21. In relation to *managerial efficiency and effectiveness*, a manager's *task orientation (TO)* deals with the extent to which the manager directs both personal and subordinates' efforts through planning, organisation and control to achieve organisation objectives. **True/False**

Q22. *Teams* are said to occur whenever a number of people come together with a common goal and recognize that their personal success is dependent upon the success of others; that is, other members of the team. **True/False**

Q23. The *principle of coordination* states that every organisation and every part of the organisation must be an expression of the purpose of the undertaking concerned, or it is meaningless, and, therefore, redundant. **True/False**

Q24. In discussions focused on organisation design, *administrative hierarchy* is a reflection of situations where organisational members are arranged in superior-subordinate relationships and in respect to this, authority and power flow downward from the top. **True/False**

Q25. In discussions focused on managerial efficiency and effectiveness, *efficiency* is concerned with making the most economic use of the resources at the disposal of the organisation; whereas *effectiveness* is doing the right things in relation to outputs of the job and what the manager actually achieves. **True/False**

Q26. A central characteristic feature or idea in all *non-hierarchical organisation structures* is their dependence on voluntary coordination through bilateral and multilateral, i.e., mutual adjustment. **True/False**

Q27. All of the following features are noted in *the structure* of *the formal organisation* except:

(a) stable;

(b) rational;

(c) planned;

(d) all of the above;

(e) none of the above.

Q28. All of the following are *basis of grouping employees and activities* in an organisation except: (a) intensity of interaction;

(b) geography;

(c) common tasks;

(d) products;

(e) a, b, c, and d.

Q29. All of the following are noted in *the communication features* of *the informal organisation* except:

(a) grapevine;

(b) cuts across regular channels;

(c) poorly defined;

(d) a and b;

(e) a, b, and c.

Q30. Whereas the *basis for interaction* by members in the *formal organisation* is defined by functional duties and/or positions, that of the informal organisation is defined by personal characteristics, ethnic background and status of members. **True/False**

Q31. The *principle of the objective* states that the purpose of organising *per se*, as distinguished from the purpose of the undertaking, is to facilitate unity of efforts in order to achieve organisation objectives. **True/False**

Q32. Which of these components of an organisation is concerned indirectly with the technical or productive process but closely related to the actual flow of the core work of the organisation – for example, people working in quality control, technical storekeeping, works maintenance and technical services:

(a) operating core;

(b) operating support;

(c) organisational support;

(d) b and c;

(e) none of the above.

Q33. In relation to organisation theory and studies, *structure* is a reflection of patterns of organisation and formal relationships within which activities are carried out. **True/False**

Q34. A common feature of all non-hierarchical organisation structure is that the administrative hierarchy combines two organisational tasks; achieving coordination between different specialists and ensuring cooperation through control. **True/False**

Q35. *Apparent effectiveness* is the extent to which the behaviour of the manager – for example, punctuality, giving prompt answers, tidiness, making quick decisions and good public relations – gives the appearance of effectiveness. **True/False**

Q36. *Efficiency* is more important than *effectiveness* because one must be doing the right kind of work, and only then does it matter whether the work is done effectively. **True/False**

Q37. All of the following activities are involved in the cycle of management-by-objective (MBO) activities except:
(a) clarification of organisational goals;
(b) review of organisational structure;
(c) agreement on performance improvement plans with subordinates;
(d) review of organisational performance against stated goals;
(e) a, b, c, and d.

Q38. In relation to *corporate culture*, organisation rules are a reflection of *the right things to do here*, whereas organisation culture is a reflection of *how things are done around here*. **True/False**

Q39. The overall effectiveness of the organisation will be affected both by sound structural design and by the individuals filling the various positions within the structure. In effect, building an organisation involves more than concern for structure, method of work and technical efficiency. What makes organisations successful is the attention given to the human elements; to the development of a culture which helps to create a feeling of belonging, commitment and satisfaction. **True/False**

Q40. *Storming*, one of the stages in the team development process is characterized by agreement and disagreement among team members on roles, rules and acceptable behaviour while working on the team. **True/False**

SECTION B (20 Marks)

INSTRUCTION: (*FILL-INS*)

QB1. *Etzioni* describes organisations as planned units deliberately structured for the purpose of ....

QB2. Organisations may be classified according to their major purposes; for example, *business firms* are classified as *economic organisations*, whereas *clubs and societies* are classified as ....

QB3. .... are said to occur whenever a number of people come together with a common goal and recognise that their personal success is dependent upon the success of others; that is, other members.

5

QB4. The development of shared beliefs in the values and goals of the organisation in the organic system runs counter to the cooperation and monitoring of performance achieved though the chain of command in the ....

QB5. Whereas the *selection* of people or individuals to form *a group* is immaterial, the *selection* of people or individuals to form *a team* is ....

QB6. In relation to organisational culture, ... are the particular activities or special events through which the organisation emphasizes what is particularly important and can include formal organisational processes and informal processes.

QB7. .... is fundamental to the structure of all organisations, and has been defined as a system composed of interrelated sub-systems.

QB8. .... organisations are self-organising groups based on the characteristics of biological organisms such as beehives and ants' nests. Self-organising is a common feature of complex systems involving a haphazard quest for order in the face of potential chaos.

QB9. From the three-dimensional (3-D) model of managerial behaviour, ... style of managerial behaviour implies that the manager spends more of his time on both relationship orientation (*RO*) and task orientation (*TO*).

QB10. .... – the assumptions, beliefs, values, and norms that drive "the way we do things here" – is the largest and most controlling of the systems in the organisation because it affects not only overt organisational behaviour but also the shadow-side behaviour.