



“Investing in Africa’s future”
COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NMMS 103: INTRODUCTION TO MANAGEMENT

END OF SEMESTER EXAMINATIONS

NOVEMBER 2022

LECTURER: MR T. NEMAUNGA

TIME: 3 HOURS

INSTRUCTIONS

Answer ALL **QUESTIONS** in Section A & B.

Section A is multiple choice

The marks allocated to **each** question are shown at the end of the section.

Total marks =100.

Marks will be awarded for a neat presentation.

Section A

- 1)is the researcher behind the successful interpretation of the results of the Hawthorne Experiments.
A. Robert Owen B. Hugo Musterberg C. Mary Parker Follett D. Elton Mayo
- 2) What is the guiding principle of Scientific Management?
A. Experimentation B. Fluid working Conditions C. Synergy D. One best way to do a job
- 3) An evaluation of the possible discrepancy between actual performance and a set standard presents a manager with three possible courses of action, except?
A. Do nothing
B. Solve the problem (performance)
C. Revise the standard (plan)
D. Report everything
- 4) What do you call a system that allows workers to work part of the week from home?
A. Piece time B. Part time C. Telecommuting D. Piece rate system E. Job sharing
- 5) What do you call a style of leadership that takes account of other's views, opinions and ideas?
A. Laissez-faire B. People-oriented C. Democratic D. Autocratic
- 6) At what level of an organization does a manager with the title "Duty Foreman" operate?
A. Operational B. Functional C. Top level D. Middle level
- 7) What is the full form of TQM?
A. Total Quality Measurement
B. Total Quantity Management
C. Total Quality Management
D. Top Quantity Management
- 8) State the stage at which preventative control takes place.
A. Input B. Output C. Process D. Growth E. Work-in-progress
- 9) involves giving authority and responsibility to subordinates.
A. Division of Labour B. Decentralisation C. Delegation D. Centralization
- 10) What is a Gantt chart a type of?
A. Work flow design B. Work Schedule design C. Work rate design D. Work output design
- 11) The element that aims at integrating group efforts to achieve group objectives is called.....
A. Cooperation B. Coordination C. Management D. Directing
- 12) proposed the ERG theory of Motivation.
A. Abraham Maslow B. David McClelland C. Clayton Alderfer D. Douglas McGregor
- 13) Which one of the following skills is not a recognized key skill of management?
A. Technical skills B. Human Skills C. Ethical skills D. Conceptual skills
- 14) is the managerial function responsible for *establishing strategies for achieving set goals*.
A. Organizing B. Leading C. Planning D. Commanding E. Controlling

- 15) Which of the following is not one of the 14 management principles?
 A. Order B. Discipline C. Equity D. Initiative E. Cooperation
- 16) The following roles are sub- decisional roles, except?
 A. Liaison B. Entrepreneur C. Disturbance handler D. Resource Allocator
- 17) What does the acronym SMART stand for?
 A. Suitable, measurable, actionable, rewarded and timely
 B. Specific, measurable achievable, rewarded and timely
 C. Specific, measurable, achievable, realistic and timely
 D. Specific, measurable, actionable, resourced and timely
- 18) Managing Director is the position of level of management in a large organization?
 A. Middle B. Top C. Lower D. Middle & Lower E. Top & Lower
- 19) What are the three Interpersonal roles of managers?
 A. Figurehead, Liaison and leader.
 B. Spokesperson, leader, coordinator.
 C. Resource allocator, spokesperson, disseminator.
 D. Negotiator, Disturbance handler and Entrepreneur.
- 20) How many steps are there in the controlling process?
 A. 2 B. 3 C. 4 D. 5 E. 6
- 21) According to Frederick Taylor..... is deliberately working slowly so as to avoid doing a full day's work.
 A. Soldering B. Synergy C. Inefficiency D. Nepotism
- 22) Which one of the 14 management principles talks about the need for managers to be kind and fair to their subordinates? i.e. *the organization should be run based upon the principles of fairness.*
 A. Remuneration B. Scalar chain C. Esprit de corps D. Equity E. Order
- 23) Among the following business strategies, which business strategy offers full control over foreign markets?
 A. Exporting B. FDI C. Licensing D. Franchising E. Partnership
- 24) What is the other name for Organizational chart?
 A. Organization design B. Organogram C. Company structure D. Organizational structure
- 25) Who is credited for proposing the Goal-setting theory of Motivation?
 A. Edwin Locke B. David McClelland C. Victor Vroom D. Elton Mayo
- 26)is the exercise of **influence** by one member of a group or organization over other members in an effort to achieve a specific objective.
 A. Leadership B. Organizing C. Controlling D. Planning
- 27) Which of the following is the correct pairing between managerial levels and managerial skills?
 A. Top level manager- process skills
 B. Middle level managers- conceptual skills
 C. First line managers- technical skills
 D. Middle level managers- staffing skills

- 28) Which of the following statements best describes the principle of "Division of Labour"?
- A. Work should be divided into small tasks
 - B. Labour should be grouped
 - C. Resources must be divided among jobs
 - D. Departments must be developed
- 29) denotes concentration of authority at the top level.
- A. Decentralization
 - B. Centralization
 - C. Coordination
 - D. Span of Control
- 30) Outsourcing is
- A. Exporting
 - B. Importing
 - C. A firm having someone else do part of what it previously did itself
 - D. Building a factory in another country to produce for that country's market.
- 31) An organization's is its future desired state.
- A. Mission
 - B. Vision
 - C. Objectives
 - D. Strategies
- 32) Management by Objectives was developed by
- A. Henry Gantt
 - B. Henry Fayol
 - C. Chester Bernard
 - D. Elton Mayo
 - E. Peter Drucker
- 33) involves harmony and team spirit among employees.
- A. Innovation
 - B. Delegation
 - C. Creativity
 - D. Esprit de corps
 - E. Initiative
- 34) According to the Roles Approach to management, the following are the three main managerial roles, except:
- A. Decisional roles
 - B. Leadership roles
 - C. Informational roles
 - D. Interpersonal roles
- 35) The skills that managers must have to think and to conceptualize about abstract and complex situations are referred to as.....
- A. Technical Skills
 - B. Ethical Skills
 - C. Interactive skills
 - D. Conceptual skills
- 36) Which of the following management functions are closely related?
- A. Planning and organizing
 - B. Staffing and controlling
 - C. Planning and control
 - D. Organizing and leading
- 37) principle of management puts emphasis on judicious application of penalties by the management.
- A. Esprit de corps
 - B. Order
 - C. Scalar chain
 - D. Discipline
 - E. Initiative
- 38) What is motivating members of the organization to work in the best interests of the organization known as?
- A. Organizing
 - B. Planning
 - C. Decision making
 - D. Leading
 - E. Controlling
- 39) The manager of a garment making company makes sure that the staff were informed on the new office policy to save electricity. This is an example of which managerial role?
- A. Disturbance handler
 - B. Disseminator
 - C. Monitor
 - D. Negotiator
- 40) Supervisor is another name for whom?
- A. Team leaders
 - B. Middle managers
 - C. First-line managers
 - D. Top managers
- 41) Goals are achieved and resources are wasted. This situation refers to
- A. Neither effective nor efficient

- B. Effective but not efficient
 - C. Efficient but not effective
 - D. Efficient and effective
- 42) Is known as the founder of Human Relations School.
- A. Henry Fayol B. Elton Mayo C. Frank Gilbreth D. Peter Drucker
- 43) An organization is a group of individuals who work together
- A. To maximize shareholder's wealth
 - B. To become more efficient
 - C. To generate the most profit
 - D. Towards a common objective
- 44) Which concept highlights the idea of $2 + 2 = 5$ or $1 + 1 = 3$?
- A. Division of labor B. Scalar Chain C. Synergy D. Equity
- 45) Which one of the following management principles, by Henry Fayol, refers to the degree to which subordinates are involved in decision making?
- A. Centralization B. Equity C. Authority D. Initiative
- 46) According to Fayol, the greater the number of levels in the management hierarchy, the communication takes between managers at the top and bottom of the organization and thethe pace of planning and organizing.
- A. Longer; faster B. Longer; slower C. Shorter; faster D. Shorter; slower
- 47) Which of the following forms of control happens after a bad result has been recorded?
- A. Pre-control B. feed-forward control C. Feed-back control D. concurrent control
- 48) Effectiveness relates to
- A. Doing the right task
 - B. Completing activities
 - C. Achieving goals
 - D. All of the above
- 49) Mr. Thomas is a front desk manager at Econet Communications Company. When dealing with unhappy customers, Mr. Thomas is performing his role as
- A. Liaison officer B. Spokesperson C. Negotiator D. Disturbance handler
- 50) Which of the following is an example of the decisional roles a manager plays within an organization?
- A. Leading B. Monitoring processes C. Allocating resources D. Monitoring events
- 51) means one plan, one boss.
- A. Unity of direction B. Unity of Command C. Scalar Chain D. Span of control
- 52) Who is credited for proposing the Roles Approach to management?
- A. Henry Mintzberg B. Frederick Herzberg C. Frederick Taylor D. Elton Mayo
- 53) Find the odd one out.
- A. Board of Directors B. Chief Executive C. Foremen D. Shareholder
- 54) A manager decides to produce a high quality product and makes good use of the organization's resources in making it. However, not enough customers want to buy the product for the organization to make a reasonable profit. The manager may be said to have:
- A. High efficiency/ low effectiveness

- B. low efficiency/ low effectiveness
 - C. low efficiency/ high effectiveness
 - D. high efficiency/ high effectiveness
- 55) The main aim of Taylor was to improve
- A. labour relations B. Productivity C. Product quality D. Employee movements
- 56) In what order do managers typically perform the managerial functions?
- A. Organizing, Planning, controlling, Leading
 - B. Leading, controlling, planning, organizing
 - C. Planning, organizing, leading, controlling
 - D. Controlling, leading, planning, organizing
- 57) Which of the following is least likely to be a first line manager?
- A. a foreman in an auto assembly plant.
 - B. a managers of tellers in a bank
 - C. a head of a marketing department
 - D. a supervisor of the cleaning unit
- 58) Who founded the early study of management thought which became known as scientific management?
- A. Elton Mayo B. Max Weber C. Frederick Taylor D. Robert Katz
- 59) is the process of ensuring that actual results are in accordance with planned results.
- A. Controlling B. Coordinating C. Planning D. Directing E. Evaluations
- 60) A lecturer reports jointly to both The Dean of Faculty and the Registrar, this is a clear violation of the concept of:
- A. Unity of Direction B. Unity of command C. Chain of command D. Scalar Chain
- 61) People responsible for getting work done through and with other people, within organizations, are called:
- A. Strategists B. Organizers C. Efficiency experts D. Managers
- 62) The main task of this level of management is to determine the overall organizational objectives and strategies for their realization.
- A. Low level managers B. Middle level managers C. First-line managers D. Top level managers
- 63) is doing things right.
- A. Effectiveness B. Efficiency C. Planning D. Growth
- 64) role is one assumed by the manager when formally transmitting important information to outsiders on the organization's plans, strategies, results and policies.
- A. Disseminator B. Figurehead C. Spokesperson D. Leader E. Liaison
- 65) What was proposed by Taylor as a method to reduce slacking-off at the workplace?
- A. Synergy B. Piece-rate system C. Group Dynamics D. Unity of Command
- 66)is when the behavior of an individual or a group changes to meet the expectations of the observer if they are aware that their behavior is being studied.
- A. Synergy B. Hawthorne effect C. Soldering D. Slacking-off
- 67) Unity of command is related to.....

- A. Superiors and Subordinates
 - B. Management and workers
 - C. Planned action
 - D. Cooperation among employees
- 68) Management skills applies to managers at
- A. Middle levels in an organization
 - B. Top levels in an organization
 - C. Executive levels in an organization
 - D. All levels of the organization
- 69) is about deciding in advance what should be done.
- A. Organizing B. Leading C. Planning D. Coordinating E. Directing
- 70) The measure of the ‘appropriateness’ of the goals selected by management for the organization and the degree to which the organization accomplishes these goals is known as:
- A. Strategy B. Productivity C. Effectiveness D. Efficiency
- 71) The most significant management skills are
- A. Technical, Ethical and Interactive
 - B. Technical, Human and Conceptual
 - C. Ethical, Interactive and Cognitive
 - D. Conceptual, Interactive and Ethical
- 72) Which is not an informational role of a manager?
- A. Monitor role B. Disturbance handler role C. Disseminator role D. Spokesperson role
- 73) The organization’s Is the reason for its existence?
- A. Vision B. Mission C. Objectives D. customers E. Goals
- 74) Which one of the following is not a characteristic of a bureaucratic organization?
- A. Authority B. Command structure C. Flexibility D. Regulations
- 75) What work arrangement is referred to as Flexitime?
- A. Workers decide if they want to turn up for work
 - B. They only work weekends
 - C. They choose the start and finish time within the set parameters
 - D. They only work alternative weeks

Section B

With the aid of a diagram, describe Hierarchy of needs theory of Motivation. [25]

- End of Paper -