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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2012/2013**

COURSE NAME : PRINCIPLES OF MANAGEMENT
COURSE CODE : BPA 11303
PROGRAM : 1 BPA/BPB
EXAMINATION DATE : DECEMBER 2012/JANUARY 2013
DURATION : 2 HOURS 30 MINUTES
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

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- Q1** (a) Groups take time to develop. How long, of course, is impossible to specify. It depends on size, frequency of interaction, structural features, and so on.
- (i) List **FOUR (4)** stages of group development. (2 marks)
 - (ii) Explain how external conditions and group member resources affect group performance and satisfaction. (6 marks)
 - (iii) Explain **THREE (3)** techniques that managers can use to help groups make more creative decisions. (9 marks)
- (b) Teams are becoming a key tool for organizing work in today's corporate world.

Discuss how social loafing can affect a team and how it can be prevented. (8 marks)

- Q2** (a) The motivation of employees is a vital key to the success of managers and the business organizations they lead.
- (i) Define motivation. (2 marks)
 - (ii) Explain the concepts of job enlargement and job enrichment with appropriate examples in motivating the employees. (7 marks)
 - (iii) Discuss **TWO (2)** job dimensions that managers can use in the job characteristics model (JCM). (6 marks)
- (b) The economic recession of the last few years saw employees at the receiving end of job insecurity, layoffs, tight budgets, minimal or no pay raises, benefit cuts, no bonuses, and long hours doing the work of those who had been laid off.

Discuss how you would motivate your employees during these difficult times. (10 marks)

Q3 (a) Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience.

(i) Define leader and leadership. (4 marks)

(ii) Discuss **FOUR (4)** traits associated with leadership. (12 marks)

(b) Alec is a manager at a steel manufacturing unit. The following quote is one of his favourites:

"The very essence of leadership is its purpose. And the purpose of leadership is to accomplish a task. That is what leadership does—and what it does is more important than what it is or how it works."

Describe in brief why one may consider Alec's argument can be questioned. (9 marks)

Q4 (a) Organizational effectiveness is a better measure of organizational performance than organizational productivity.

Discuss whether you agree/disagree with this statement. (10 marks)

(b) Managers can implement controls before an activity begins, during the time the activity is going on, and after the activity has been completed.

Explain with example the feedforward, concurrent, and feedback controls. (15 marks)

- **END OF QUESTION** -