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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2015/2016**

COURSE NAME : PRINCIPLES OF MANAGEMENT
COURSE CODE : BPK 20502
PROGRAMME : 1 BIT/2 BIT
EXAMINATION DATE : DECEMBER 2015/JANUARY 2016
DURATION : 2 HOURS
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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- Q1** (a) Organization structure describes how the total work of the organisation is divided into subunits and how these subunits are coordinated for the goal to be achieved.
- (i) List **FIVE (5)** basic elements of organising. (5 marks)
- (ii) State **FIVE (5)** advantages and disadvantages of bureaucratic model of organisational design. (10 marks)
- (b) Beyond filling vacant positions, recruitment and selection are important agents of organizational change, sustaining employee commitment and achieving high organizational performance.
- (i) Define selection. (2 marks)
- (ii) Define recruitment. (2 marks)
- (iii) Describe **THREE (3)** purposes of training. (6 marks)
- Q2** (a) In 1983, Perusahaan Otomobil Nasional Sdn. Bhd. (Proton) was founded to symbolize the country's rapid industrialization and aspirations to first-world status, by the fourth Prime Minister of Malaysia, Tun Dr. Mahathir Bin Mohamad. Since its inception, Proton grew consistently from a mere assembler to an integrated car company and became a national icon of Malaysia. Even with the iconic status, cheap prices and imposition of heavy tariffs on rivals Proton's domestic market share which once peaked at 74% in 1993, declined to 35% in 2005. Therefore, it is believed that Proton needs to implement organizational change to face economic challenges and competitive pressures.
- (i) Define organisational change. (2 marks)
- (ii) List **FIVE (5)** internal forces that affect changes. (5 marks)
- (iii) Explain **FOUR (4)** types of resistance to change that Proton's management might face. (8 marks)
- (b) Describe with example **FIVE (5)** levels in Maslow's hierarchy. (10 marks)

- Q3** (a) According to Field Marsha Lord Slim, “Leadership is of the spirit, compounded by personality and vision. Its practice is an art. Management is of the mind, more a matter of accurate calculation of statistics.”
- (i) List **FOUR (4)** sources of power. (4 marks)
 - (ii) Discuss the relationship between charismatic leadership and transformational leadership. (4 marks)
 - (iii) Based on Fiedler’s contingency theory, describe **THREE (3)** important factors that determine either favourable or unfavourable situations. (6 marks)
- (b) A group/team is a collection of interdependent individuals organized to accomplish a common purpose or alternatively, a group as two or more people (dyad) interact regularly to achieve a common goal.
- (i) State **THREE (3)** types of groups found in an organization. (3 marks)
 - (ii) Describe the **FOUR (4)** stages of group/team development. (8 marks)
- Q4** (a) Control is a process of monitoring activities to ensure that they are being accomplished as planned and correcting any significant deviations. Effective control systems can be instrumental in improving organization’s performance.
- (i) State **THREE (3)** levels of control. (3 marks)
 - (ii) Describe **THREE (3)** purposes of control. (6 marks)
 - (iii) Describe **FOUR (4)** steps in control process. (8 marks)
 - (iv) Explain **FOUR (4)** advantages of budgeting. (8 marks)

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