

4
Index Number & Signature: _____



UNIVERSITY OF GHANA

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SECOND SEMESTER EXAMINATION: 2016/2017

UGBS 104: PRINCIPLES OF MANAGEMENT

BSc. ADMINISTRATION / BA ADMINISTRATION /

BSc. INFORMATION TECHNOLOGY

TIME ALLOWED: TWO (2) HOURS

LEVEL 100

INSTRUCTIONS:

ANSWER ALL QUESTIONS IN ALL SECTIONS (A & B) ON THE QUESTION PAPER

All the Best!

STUDENT ID NUMBER: _____

SIGNATURE: _____

PROGRAMME: BSc. Administration [] BSc. IT [] BA Administration []

CAMPUS: MAIN CAMPUS [] CITY CAMPUS []

DATE: _____

VENUE: _____

SECTION A: MULTIPLE CHOICE QUESTIONS

Circle or underline the correct options. (10 marks)

1. The book *Wealth of Nations* was authored by _____ in the year _____.
 - a. Adam Smith; 1776
 - b. John Adams; 1776
 - c. Frederick Taylor; 1867
 - d. Henri Fayol; 1876

2. Being able to maximize value for inputs is termed _____, while getting work done as scheduled is _____.
 - a. Efficiency; Effectiveness
 - b. Effectiveness; Rationality
 - c. Rationality; Efficiency
 - d. Effectiveness; Efficiency

3. The four major approaches of management development follow this right order:
 - a. Contemporary → Quantitative → Behavioural → Classical
 - b. Classical → Contemporary → Behavioural → Quantitative
 - c. Classical → Behavioural → Quantitative → Contemporary
 - d. Behavioural → Classical → Quantitative → Contemporary

4. The main emphasis of the classical approach was on:
 - a. Division of work
 - b. Science
 - c. Work standards
 - d. Rationality

5. The theory of authority structures, also known as bureaucracy, was developed by:
 - a. Marx Weber
 - b. Karl Max
 - c. Frederick Taylor
 - d. Max Weber

6. The principle of management that employees must be motivated or paid for work done is referred to as:
 - a. Renumeration
 - b. Esprit de corps
 - c. Incentivising
 - d. Remuneration

7. The principle of management that all employees must take instruction from only one superior is referred to as:
 - a. Unity of command
 - b. Unity of direction
 - c. Centralization
 - d. Order

8. _____ argued that it is rather “smart investment”, and not a waste of money when organisations spend in developing their human resource.
 - a. Chester Barnard
 - b. Hugo Munsterberg
 - c. Robert Owen
 - d. Frank Gilbreth

9. The use of psychological and other behavioural tests in organisations during recruitment and selection processes as well as continual workforce improvement was suggested and advanced by:
 - a. Frederick Taylor
 - b. Robert Owen
 - c. Chester Barnard
 - d. Hugo Munsterberg

10. Frank and Lillian Gilbreth studied work in order to eliminate inefficient hand-and-body motions. They eventually invented a device called the _____.
 - a. Chronometer
 - b. Macrochronometer
 - c. Microchronometer
 - d. Micrometer

11. The cognitive or thinking processes that go on before a choice is eventually made is referred to as:
- a. Decision
 - b. Judgment
 - c. Selection
 - d. Introspection
12. The following are conditions under which decisions are made except:
- a. Certainty
 - b. Uncertainty
 - c. Rule
 - d. Risk
13. Programmed decisions include the following except:
- a. Procedure
 - b. Policy
 - c. Risk
 - d. Rules
14. At times in decision making, it becomes prudent to make reference to already existing guidelines. The guidelines may not necessarily spell out explicitly what needs to be done, but directs decision makers in arriving at rational decisions. Such guidelines are referred to as:
- a. Policies
 - b. Rules
 - c. Procedures
 - d. Principles
15. The stage in decision making that places a lot of emphasis on hypothesized results and estimates the relative cost of each alternative generated is the stage of:
- a. Evaluating effectiveness of decision
 - b. Developing alternatives
 - c. Selecting alternatives
 - d. Analyzing alternatives
16. The following are characteristics of interpersonal roles of managers except:
- a. Figurehead
 - b. Leader
 - c. Monitor
 - d. Liaison
17. The following are characteristics of decisional roles of a manager except:
- a. Entrepreneur
 - b. Disturbance handler
 - c. Negotiator
 - d. Monitor
18. An organisational structure made up of separate, semi-autonomous units or divisions is referred to as:
- a. Functional structure
 - b. Divisional structure
 - c. Simple structure
 - d. Independent structure
19. Some plans are flexible, and they set out general guidelines as to what needs to be accomplished. Such plans are referred to as:
- a. Specific plans
 - b. Directional plans
 - c. Standing plans
 - d. Long-term plans
20. The following are examples of deep-level diversity except:
- a. Beliefs
 - b. Perspectives
 - c. Ethnicity
 - d. Sexual orientation

SECTION B: FILL-IN / SHORT NOTES

Write the appropriate answer in the lines provided.

21. Mention the **five** ideologies shared by **Bureaucracy** and **Scientific Management**. (5 marks)

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

22. List any five of the dimensions of national cultures suggested by Geert Hofstede. (5 marks)

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

23. In terms of managerial skills, _____ skills relate to the specific or particular knowledge required to do the work; and _____ skills is the ability to think about non-existing phenomena and complicated situations. (2 marks)

24. As part of their informational role, managers often speak on behalf of the organisation. This way, managers are seen as performing a _____ function. Again, they inform members of their units or departments or even the entire organisation about relevant issues, and by this, are seen as information _____. (2 marks)

25. What natural phenomenon is the surface level diversity likened to?
_____. (2 marks)

26. i) A manager is likely to come face-to-face with people of different sexual orientations. The table below gives a brief description of four sexual orientations, and you are required to indicate the correct form after each description. (4 marks)

	Description	Form of Sexual Orientation
a.	Individuals who are sexually attracted to people of the same and opposite sex.	
b.	Females who are sexually attracted to only females and not males.	
c.	Individuals who feel trapped in a wrong body, thereby seek every opportunity to change from one gender to another.	
d.	Males who are only sexually attracted to other males.	

ii) The condition where an individual is attracted only to people of the opposite sex is termed:

_____. (2 marks)

27. Every individual has a preference for one thing over the other. This is termed *personal bias*. Apart from *bias*, which is a form of personal bias, mention three other forms of personal bias:

- a. _____
- b. _____
- c. _____ (3 marks).

28. Elikem was brought up in an environment where he was made to believe that light-skinned female subordinates are disrespectful and lazy, and he still believes this view. This is a clear example of a personal bias referred to as: _____ (2 marks)

29. During the selection processes for a new departmental secretary, two highly qualified female applicants were shortlisted for interview for which one would be selected. At the interview it turned out that one of the ladies was light-skinned, and the other dark in complexion. Still holding on to his belief that light-skinned female subordinates are disrespectful and lazy, Elikem, who had to make a final decision, selected the dark-skinned candidate although she was not as good as the light-skinned applicant. The attitude of Elikem is an example of a personal bias termed:

_____. (3 marks)

30. In organisations, many women and minorities strive very hard to reach the apex of the organisational ladder or of their career, but there seem to be an unbreachable barrier that prevents them from reaching high. This is a *challenge* in diversity management known as: _____ . (2 marks)
31. While _____ departmentalization involves the grouping of jobs on the basis of product flow, _____ departmentalization concerns itself with product line. (2 marks)
32. _____ departmentalization involves grouping jobs according to customer flow. (1 mark)
33. _____ departmentalization groups jobs on the basis of some unique customers having common needs that have to be met. (1 mark)
34. Currently, _____ departmentalization has become the popular trend among organisations. (1 mark)
35. The unbroken line of authority that spans from one level to another in the organisational hierarchy is termed: _____ (1 mark)
36. Organisational design that is considered to be rigid and difficult to change is referred to as _____ while _____ is highly adaptive and flexible. (2 marks)
37. Mention three factors that affect the human resource management process:
- _____
 - _____
 - _____ (3 marks)

38. List, and in **one sentence**, explain the three core principles of the chain of command: (6 marks)

- a. _____

- b. _____

- c. _____

39. Mention the two key processes involved in Human Resource Planning:

- a. _____
- b. _____ (4 marks)

40. The number of people working in organisations can reduce by plan or by accident. Mention three ways through which an organisation's workforce can be reduced. (3 marks)

- a. _____
- b. _____
- c. _____

41. Indicate whether the following statements are issues of *validity* or *reliability*.

a. In recruitment and selection processes, efforts are made to ensure that selection methods produce consistent results when used over and over again, even in different environments.
_____ (2 mark)

b. In recruitment and selection processes, efforts are made to ensure that appropriate selection methods are used in order to get the right person for the job. For instance, a military recruit is made to go through physical endurance so as to determine their fitness.
_____ (2 mark)

Index Number & Signature: _____

42. Kinesics, which is a term concerned with abstracting from the continuous muscular shifts which are of significance to particular social groups, is also referred to as _____ . (1 mark)
43. Chronemics refers to the use of time in communication. Mention the two time schedules under chronemics: (2 marks)
- a. _____
- b. _____
44. Certain paralinguistic features are used during communication. List three of them you know: (3 marks)
- a. _____
- b. _____
- c. _____
45. For (a) and (b) of this question, show working on the blank spaces on pages 9 and 10 of the question paper, and write the correct answer in the space provided at the end of the question itself.
- a. There are 750 non-management staff in an organisation who are to be equally distributed such that each manager has 150 of such non-management staff. If each manager is paid an amount of GH¢3,350.00 each month, how much would be paid in total in the first quarter of a given calendar year as salaries to the managers? _____ (5 marks)
- b. For the same time period as in (a) above, how much would be paid to managers if each is assigned 30 non-managerial staff? _____ (5 marks)
- c. Assuming that all managers are very qualified and highly competent, which of the cases would result in efficiency in cost terms? Case (a) or (b)? _____ (5 marks)
- d. Also, assuming that all managers are very qualified and highly competent, which of the cases would result in effectiveness of supervision? Case (a) or (b)? _____ (5 marks)

12

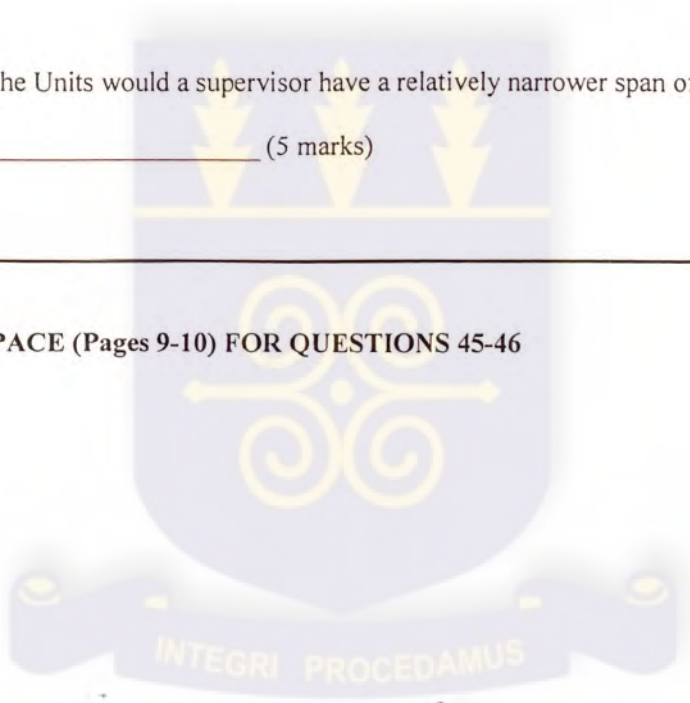
Index Number & Signature: _____

46. [For (a) and (b) of this question, do the rough calculations on pages 9 and 10]

In April 2017, 68 new employees were selected after a series of rigorous processes. Each of the new employees is either a male or female, and each employee is either placed in the Production Unit or Field Work Unit. Forty-one (41) of the new employees were placed in the Production Unit, and 38 are females. If there are 14 new male employees who are in the Field Work Unit:

- a. How many female employees were placed in the Production Unit? _____ (5 marks)
- b. How many male employees were placed in the Production Unit? _____ (5 marks)
- c. In which of the Units would a supervisor have a relatively narrower span of control?
_____ (5 marks)

ROUGH WORK SPACE (Pages 9-10) FOR QUESTIONS 45-46



Index Number & Signature: _____

