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Family Name					
Given Name/s					
Student Number					
Teaching Period	Semester 1, 2019				

MAN105 – Introduction to Management	DURATION	
	Reading Time:	10 minutes
	Writing Time:	120 minutes

INSTRUCTIONS TO CANDIDATES

Section A: Suggested Time: 30 mins	Multiple Choice Questions: Answer ALL 20 questions. Marks as indicated on paper (Total marks = 10)
Section B: Suggested Time: 50 mins	Short Answer Questions: Answer ALL 10 questions. Marks as indicated on paper. (Total marks = 20)
Section C: Suggested Time: 40 mins	Long Answer Questions: Answer ANY 2 out of 5 questions. Marks as indicated on paper. (Total marks = 20)

EXAM CONDITIONS

You may begin writing from the commencement of the examination session. The reading time indicated above is provided as a guide only.

This is a CLOSED BOOK examination

No calculators are permitted

No handwritten notes are permitted

No dictionaries are permitted

ADDITIONAL AUTHORISED MATERIALS	EXAMINATION MATERIALS TO BE SUPPLIED
No additional printed material is permitted	1 x 8 Page Book 1 x 5-Multiple Choice Answer Sheet 1 x Scrap Paper

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DOUBLE-SIDED.**

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Section A
Multiple Choice Questions
Total No of Marks for this Section: 10 marks

This section should be answered in the 5-Multiple Choice Answer Sheet provided.

Marks for each question are indicated. Suggested time allocation for Section A: 30 mins

Question 1

_____ is the worldwide interdependence of resource flows, product markets, and business competition that characterises the new economy.

- a. Economic internationalisation
- b. International management
- c. Globalisation
- d. World interdependence
- e. Cross-cultural business

(Marks: 0.5)

Question 2

Oxford Industries Inc. installed a new computer system to clock every worker's pace to a thousandth of a second and to determine each worker's pay and bonus scale on the basis of his or her performance against the standard. This is an example of:

- a. administrative principles
- b. scientific management
- c. contingency theory
- d. self-actualisation
- e. Fayol's principles of management

(Marks: 0.5)

Question 3

Important business and economic agreements among the EU countries include all the following EXCEPT:

- a. eliminating frontier controls and trade barriers.
- b. creating uniform minimum technical product standards.
- c. opening government procurement to businesses from all member countries.
- d. discouraging a common currency among members.
- e. unifying financial regulations.

(Marks: 0.5)

Question 4

According to Maslow's theory, managers can improve worker performance and achieve productivity by:

- a. eliminating wasted motion
- b. making a science of every job
- c. facilitating need satisfaction
- d. instituting a hierarchical chain of command
- e. listening to workers' complaints and acting on them

(Marks: 0.5)

Question 5

To the extent that _____ vary among people, we can expect different interpretations of what behaviour is ethical or unethical in a given situation.

- a. laws
- b. values
- c. needs
- d. perceptions
- e. motives

(Marks: 0.5)

Question 6

Social justice is concerned with creating a more just and _____ world.

- a. ethical
- b. equitable
- c. conscious
- d. responsible
- e. humanitarian

(Marks: 0.5)

Question 7

A training technique that demonstrates, through personal behaviour, what is expected of others is called:

- a. modelling.
- b. coaching.
- c. apprenticeship.
- d. mentoring.
- e. role playing.

(Marks: 0.5)

Question 8

In the communication process, the _____ is the person who is responsible for encoding an intended message into meaningful verbal and nonverbal symbols.

- a. sender
- b. messenger
- c. channel
- d. receiver
- e. manager

(Marks: 0.5)

Question 9

High need achievers prefer work that:

- a. involves individual responsibility for results.
- b. involves achievable but challenging goals.
- c. provides feedback on performance.
- d. all of the options listed.
- e. none of the options listed.

(Marks: 0.5)

Question 10

The job design strategy that increases task variety by periodically shifting workers among jobs involving different task assignments is called:

- a. job sharing
- b. job simplification
- c. job enlargement
- d. job rotation
- e. job enrichment

(Marks: 0.5)

Question 11

The textbook identifies four important team and teamwork roles for managers. Which of the following is NOT one of these roles?

- a. Supervisor
- b. Network facilitator
- c. Follower
- d. Participant
- e. External coach

(Marks: 0.5)

Question 12

_____ is the process of creating new ideas and putting them into practice.

- a. creativity
- b. invention
- c. entrepreneurship
- d. intrapreneurship
- e. innovation

(Marks: 0.5)

Question 13

In contemporary organisations, _____ concerns the protection of employees with respect to their rights to privacy, due process, free speech, free consent, health and safety, and freedom of conscience.

- a. the utilitarian view.
- b. the individualism view.
- c. the collectivism view.
- d. the moral-rights view.
- e. the justice view.

(Marks: 0.5)

Question 14

_____ to management focus on the systems view of organisations and contingency thinking in a dynamic and complex environment.

- a. classical approaches
- b. behavioural approaches
- c. quantitative approaches
- d. visionary approaches
- e. modern approaches

(Marks: 0.5)

Question 15

To take full advantage of the possibilities for creatively linking rewards and performance, managers must:

- a. respect diversity and individual differences.
- b. clearly understand what people want from work.
- c. allocate rewards to satisfy the interests of both individuals and the organisation.
- d. all of the options listed.
- e. none of the options listed.

(Marks: 0.5)

Question 16

When the psychological contract is broken:

- a. the employee is fired
- b. morale problems easily develop
- c. managers have failed to negotiate a solid agreement
- d. the organisation will be sued
- e. employees get what they deserve

(Marks: 0.5)

Question 17

Inducements, offered by the organisation in the psychological contract:

- a. are fringe benefits, training, pay, opportunity, and respect
- b. are things that the organisation gives to the employee
- c. should be of value to the employee
- d. all of the options listed
- e. none of the options listed

(Marks: 0.5)

Question 18

_____ refers to change leadership that builds learning organisations and keeps them competitive even in the most difficult and uncertain of times.

- a. team leadership
- b. strategic leadership
- c. organisational leadership
- d. organisation development
- e. multidimensional management

(Marks: 0.5)

Question 19

Which of the following is a true statement about the role of contracts in different cultures?

- a. Cultures vary in their use of contracts and agreements.
- b. In China a contract is viewed as a final and binding agreement.
- c. Contracts tend to be viewed as binding agreements in high-context cultures.
- d. Written contracts are viewed as a starting point in low-context cultures.
- e. In low-context cultures, written contracts continue to emerge and are modified as the parties work together.

(Marks: 0.5)

Question 20

The process of incorporating the values of sustainability into organisations begins with?

- a. a review of organisational processes
- b. consensus within and amongst organisations and their stakeholders
- c. a survey of stakeholder interests
- d. assessing values within the organisation
- e. recruitment of employees with sustainability values

(Marks: 0.5)

This is the end of Section A

Section B
Short Answer questions
Total No of Marks for this Section: 20 marks

This section should be answered in the Answer Booklet provided.
Marks for each question are indicated. Suggested time allocation for Section B: 50 mins

Question 1

What are the seven steps of the checklist for making ethical decisions?

(Marks: 2)

Question 2

What are the four major causes of work-related deaths?

(Marks: 2)

Question 3

What is cultural relativism? Define and provide an example.

(Marks: 2)

Question 4

What are the six methods of decision-making in teams? Briefly describe each method.

(Marks: 2)

Question 5

What is ethical consumerism in the context of sustainability?

(Marks: 2)

Question 6

What are extrinsic rewards? Define and provide examples.

(Marks: 2)

Question 7

What is a virtual team? Briefly discuss advantages and disadvantages of virtual teams.

(Marks: 2)

Question 8

What are the four competencies that are expected a 21st century manager must have?

(Marks: 2)

Question 9

Briefly describe each level of Maslow's hierarchy of human needs (from lowest to highest level).

(Marks: 2)

Question 10

Define indirect discrimination and provide an example.

(Marks: 2)

This is the end of Section B

Section C

Long-answer questions

This section is worth 20 marks

Choose TWO long-answer questions only!

This section should be answered in the Answer Booklet provided.

2 questions – 10 marks for each. Suggested time allocation for Section 3: 40 mins

Question choice 1

Managers are often challenged to consider ethical aspects when making decisions. Being aware of the factors influencing ethical behaviour can help them deal with them better in the future. What are the three factors? Briefly discuss each of them and provide examples.

Question choice 2

What is the three-pillar definition of sustainability and why should businesses be concerned with sustainability issues? Discuss for each sustainability pillar and provide an example of how this can look like in practice.

Question choice 3

Assume that you own and operate your own business, and that you employ approximately 50 people. You want to hire the best-qualified people that you can find. Explain how you would go about recruiting and selecting new employees.

Question choice 4

Identify the alternative views of ethical behaviour and describe the main emphasis of each view based on an example. In what way can managers influence ethical behaviours in organisations?

Question choice 5

What steps should a manager take in helping a new employee fit into the work environment in a way that furthers his/her development and performance potential?

This is the end of Section C