

**CMA JANUARY 2022 EXAMINATION  
 FOUNDATION LEVEL  
 FUNDAMENTALS OF MANAGEMENT & BUSINESS COMMUNICATION**

Course Code : MS114	Total Marks : 100
Reading Time : 15 minutes	Writing Time : 180 minutes

**Instructions to Candidates**

- You **MUST NOT** write anything during the reading time.
- You should attempt ALL questions.
- Answers should be properly structured and relevant.
- Carefully read ALL the requirements and sub-questions before attempting a specific question.
- ALL answers must be written in the answer book.
- **AVOID WRITING/MARKING** on the question paper at any time which may cause disciplinary action.
- Start answering each question from a fresh sheet.
- Answers should be clearly numbered with the sub-question number.

**Allowable Materials**

- Writing Stationaries
- Non-programmable Calculator

**Assessment Structure**

		<i>Sub-question</i>	<i>Marks</i>	<i>Expected Time Required</i>
Section A	Question 1	15 MCQ	-	15
	Question 2	5 Modified True/False	-	5
	Question 3	Essay/Case	3	15
	Question 4	Essay/Case	3	15
Section B	Question 5	15 MCQ	-	15
	Question 6	5 Matching	-	5
	Question 7	Essay/Case	2	15
	Question 8	Essay/Case	3	15
		Revision		10 minutes
		Total	100	180 minutes

**RESTRICTED USE**

This paper MUST NOT BE REMOVED from the examination venue

***Do not turn the page until instructed***

## SECTION A [50 MARKS]

THERE ARE 4 (FOUR) QUESTIONS IN THIS SECTION FROM FUNDAMENTALS OF MANAGEMENT. ANSWER ALL THE QUESTIONS IN THE ANSWER SCRIPT FOLLOWING THE EXAMPLE PROVIDED FOR THE SPECIFIC QUESTION.

### QUESTION 1

[15 × 1 = 15 MARKS]

There are fifteen (15) multiple-choice questions with five options. Pick the option that best explains the given question. Write your answer on the answer script [DO NOT PUT ANY MARK ON THE QUESTION PAPER]. Follow the example given below in providing your answer.

**Example:**

- (i) ICMAB stands for the –
- (a) Institute of Cost Management Accounting of Bangladesh
  - (b) Institute of Cost and Management Accountants of Bangladesh
  - (c) Institute for Cost Managers and Accounting of Bangladesh
  - (d) Institute of Cost Management Accountants of Bangladesh
  - (e) Industrial Cost Management Accountants of Bangladesh

**Answer: (i) (b)**

- (i) Strategic planning as a broad concept consist of
- (a) Corporate strategy and business strategy
  - (b) strategy formulation and strategy implementation
  - (c) c inputs and outputs
  - (d) environmental analysis and internal analysis
  - (e) All of the above
- (ii) The most significant management skills are \_\_\_\_\_
- (a) Technical, Human and Conceptual
  - (b) Technical, behavioural and Conceptual
  - (c) Systematic, Human and Conceptual
  - (d) Technical, Human and cognitive
  - (e) All of the above
- (iii) Which of the following is not an objective of the management
- (a) Earning profits
  - (b) Growth of the organization
  - (c) Providing employment
  - (d) Policy making
  - (e) All of the above
- (iv) Controlling involves
- (a) Determining the Objectives
  - (b) Setting Standards of Performance
  - (c) Identifying Activities for the Creation of Departments
  - (d) Directing the People towards Accomplishment of Common Goals
  - (e) All of the above
- (v) Which is the following skill a manager should have,
- (a) Communication skill
  - (b) Conceptual skill
  - (c) Diagnostic skill
  - (d) Technical skill
  - (e) All of the above
- (vi) Planning lays down the overall objective, strategies and polices for the total enterprise is \_\_\_\_\_
- (a) corporate planning
  - (b) division's planning
  - (c) unit planning
  - (d) department planning
  - (e) All of the above

- (vii) Decision taken by committee formed by the top management for specific purpose is \_\_\_\_\_
- (a) group decision
  - (b) organizational decision
  - (c) personal decision
  - (d) operative decision
  - (e) None of the above
- (viii) Management as a discipline is the function of \_\_\_\_\_.
- (a) Science
  - (b) Art
  - (c) Creativity
  - (d) All of the above
  - (e) none of the above
- (ix) \_\_\_\_\_ is a process of influencing people.
- (a) Motivation
  - (b) Leadership
  - (c) Delegation
  - (d) Controlling
  - (e) All of the above
- (x) Positive motivation makes people willing to do their work in the best way they can and improve their \_\_\_\_\_.
- (a) Skills
  - (b) Performance
  - (c) attitude
  - (d) Both a & b
  - (e) None of the above
- (xi) Which management concept suggests that low-importance decisions be handled by subordinates, so that managers can focus on high-importance decisions?
- (a) management by objective
  - (b) management by exception
  - (c) participatory management
  - (d) inclusionary management
  - (e) All of the above
- (xii) why people join groups & teams
- (a) Interpersonal attraction
  - (b) Group activities
  - (c) Need satisfaction
  - (d) Instrumental benefit
  - (e) All of the above
- (xiii) Individual performance is generally determined by \_\_\_\_\_
- (a) educational qualification
  - (b) motivation
  - (c) ability
  - (d) work environment
  - (e) all b, c & d
- (xiv) Ethical Judgment based on which activities
- (a) rightness of the proposed activities
  - (b) rightness & wrongness of the proposed activities
  - (c) moral values of the proposed activities
  - (d) personal thinking of the proposed activities
  - (e) all of the above

- (xv) when the people comprising an organization represent different national cultures, their differences in values, beliefs, behaviors, customs, attitudes is generally referred to as
- (a) Multinational
  - (b) Globalization
  - (c) Multiculturalism
  - (d) International
  - (e) all of the above

**QUESTION 2**

**[5 × 1 = 5 MARKS]**

There are five (5) statements given under the question. Identify the statements as True or False. If the statement is false, rewrite the statement on the answer script to make it 'True'. Reasoning is NOT required. Follow the example given below in providing your answer.

**Example:**

(a) ICMAB stands for the Industrial Cost Management and Accounting of Bangladesh.

**Answer:**

**(a) False. ICMAB stands for the Institute of Cost and Management Accountants of Bangladesh.**

**Note:**

- You will not get any mark if you simply rewrite as ICMAB *does not* stand for the Industrial Cost Management Accountants of Bangladesh.
- If the statement is true, you need NOT to rewrite the statement rather only mention that the statement is *True*.

- (a) Managers can be classified by level: top managers, middle managers, and first-line managers.
- (b) Plans provide guidance and direction, facilitate planning, inspire motivation and commitment, and promote evaluation and control.
- (c) Organizing is the act of choosing one alternative from among a set of alternatives.
- (d) Managers and leaders use legitimate, reward, coercive, referent, and expert power.
- (e) Performance can focus on financial, physical, information, and human resources.

**QUESTION 3**

**[5+6+4 = 15 MARKS]**

- (a) Discuss regarding issues and challenges of contemporary management.
- (b) Control systems tend to be most effective when they are integrated with planning and when they are flexible, accurate, timely and objective-Discuss
- (c) What is organizational conflict? How the conflict can be managed?

**QUESTION 4**

**[4+6+5 = 15 MARKS]**

- (a) What are basic tools for managing employee motivation?
- (b) Which strategy should a firm develop first-its business-level or its corporate -level strategy? Describe the relationship between a firm's business-level and its corporate -level strategy
- (c) What are the new approaches to leadership which have emerged now a days?

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**END OF SECTION A**

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## SECTION B [50 MARKS]

THERE ARE 4 (FOUR) QUESTIONS IN THIS SECTION FROM BUSINESS COMMUNICATION. ANSWER ALL THE QUESTIONS IN THE ANSWER SCRIPT FOLLOWING THE EXAMPLE PROVIDED FOR THE SPECIFIC QUESTION.

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### QUESTION 5

[15 × 1 = 15 MARKS]

There are fifteen (15) multiple-choice questions with five options. Pick the option that best explains the given question. Write your answer on the answer script [DO NOT PUT ANY MARK ON THE QUESTION PAPER]. Follow the example given below in providing your answer.

**Example:**

- (i) ICMA stands for the –
- (a) Institute of Cost Management Accounting of Bangladesh
  - (b) Institute of Cost and Management Accountants of Bangladesh
  - (c) Institute for Cost Managers and Accounting of Bangladesh
  - (d) Institute of Cost Management Accountants of Bangladesh
  - (e) Industrial Cost Management Accountants of Bangladesh

**Answer: (i) (b)**

- (i) The two broad areas of communication are:
- (a) Oral and written communication
  - (b) Verbal and written communication
  - (c) Verbal and non-verbal communication
  - (d) Oral and non-verbal communication
  - (e) All of the above
- (ii) Communication barriers are;
- (a) A receiver's response to a message.
  - (b) Avenues through which messages are delivered.
  - (c) Obstacles that interfere with the understanding of a message.
  - (d) The circumstances under which communication takes place.
  - (e) All of the above
- (iii) All of the following are examples of verbal communication EXCEPT:
- (a) Email
  - (b) symbols
  - (c) Telephone calls
  - (d) Text messaging
  - (e) All of the above
- (iv) A report prepared in a prescribed form and presented according to an established procedure is \_\_\_\_\_ report
- (a) Formal.
  - (b) Informal.
  - (c) Statutory.
  - (d) General.
  - (e) All of the above
- (v) Which of the following indicates the correct sequence of the elements of communication in the communication process?
- (a) Sender, Receiver, Channel, Message, Feedback
  - (b) Receiver, Feedback, Sender, Message, Channel
  - (c) Sender, Channel, Message, feedback, Receiver
  - (d) Sender, Message, Channel, Receiver, Feedback
  - (e) All of the above

- (vi) A circular is a form of -----
- (a) Oral communication.
  - (b) Face-to-face communication.
  - (c) Group communication.
  - (d) Visual communication.
  - (e) None of the above
- (vii) The form of communication used most of the time for written messages to persons inside your organization is called
- (a) Memorandum
  - (b) Business Letter
  - (c) Pamphlet
  - (d) Adjustment Letter
  - (e) none of the above
- (viii) Which of the following is not a barrier to effective communication
- (a) Language.
  - (b) Defensiveness
  - (c) Filtering
  - (d) Channel richness
  - (e) All of the above
- (ix) Business letter must process the quality of \_\_\_\_\_
- (a) coherence
  - (b) incompleteness
  - (c) faultiness
  - (d) jargons
  - (e) None of the above
- (x) Effective communication can only be achieved when
- (a) the audience is understood.
  - (b) feedback is encouraged.
  - (c) thoughts are organized.
  - (d) systematic delivery of speech.
  - (e) All of the above
- (xi) The following statements about formal reports are true except
- (a) A formal report is directed primarily to readers outside an organization.
  - (b) What sets a formal report apart from others is its polish.
  - (c) A formal report can be informational or analytical, direct or indirect.
  - (d) A formal report's manuscript format and impersonal tone convey a sense of professionalism.
  - (e) All of the above
- (xii) What step in the communication process allows you to evaluate your message's effectiveness?
- (a) Selection of the communication medium.
  - (b) Feedback sent by the receiver to the sender.
  - (c) Decoding of the message by the receiver.
  - (d) Encoding of the message by the sender.
  - (e) None of the above
- (xiii) Denotations and Connotations are ----- barriers in communication process.
- (a) Physical barriers
  - (b) Semantic barriers
  - (c) Encoding barriers
  - (d) Technical barriers
  - (e) All of the above

- (xiv) If there is no receiver, there is no
- Communication
  - Sender
  - message
  - media
  - All of the above
- (xv) The foremost barrier of oral communication is
- interestedness
  - humility
  - concentration
  - poor listening
  - All of the above

**QUESTION 6**

**[5 × 1 = 5 MARKS]**

Match the items of column A with the most suitable items of column B. Match only one item of column A with one item of column B. Write your answer on the answer script. Follow the example given below in providing your answer.

**Example:**

Column A	Column B
1. ICMAB	(a) Professional accountancy body (b) University

**Answer: 1 (a)**

Column A	Column B
1. A memorandum (memo) is considered a brief form of written communication for	(a) give your information in precise terms. (b) talking to oneself in one's own mind
2. A message can only be deemed effective when it is	(c) understood by others and produces the intended results
3. Counseling is very similar to	(d) Internal use
4. To make the oral communication effective	(e) giving advice
5. Intra personal communication means	

**QUESTION 7**

**[5 + 10 = 15 MARKS]**

- (a) What do understand about non-verbal communication? Difference between oral report & written report.
- (b) Dish & Drak is a restaurant located in the capital city of your country. The restaurant commenced business in the year 2015. Over the years, the restaurant has earned trust of its customers due to its quality food and affordable prices. This has resulted in its tremendous growth over the past few years. The owners have as a result decided to expand its operations by opening two more branches in the city.

Since its inception, the restaurant has been sourcing its utensils from Kitchen Solutions Ltd. Kitchen Solutions Ltd. imports its products directly from Korea. Due to changes in government regulations, there has been an increase in port charges, customs duty as well as delayed clearance of imports. As a consequence, Kitchen Solutions Ltd.'s products prices have skyrocketed in addition to irregular and delayed deliveries to its customers.

The owners of Dish & Drak restaurant require to purchase various types of utensils to be used in the new branches. They wish to change their supplier because of the challenges of high prices and late deliveries. Through research, they have been able to identify SicolLtd. as their next possible supplier. SicolLtd. manufactures its utensils locally and therefore has a competitive advantage over the other suppliers in the industry.

**Required:**

Using the above information and any other relevant information draft a letter of inquiry to SicolLtd. requesting for a quotation for the utensils.

**QUESTION 8**

**[4+ 6 + 5 = 15 MARKS]**

- (a) Communication is a two-way process of exchanging ideas or information between two human beings". Explain this statement.
- (b) Do the cultural differences affect the communication process? Discuss the importance of cultural diversities in international communication.
- (c) Technology is changing the face of business communications. Do you think businesses effectively use these resources to communicate? Why or why not?

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**END OF SECTION B**

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