



**EAST AFRICAN SCHOOL OF AVIATION**

**FINAL EXAMINATION**

**ACM 03**

**SUBJECT: PEOPLE MANAGEMENT**

**Duration: 2 HRS**

DATE:

TIME: 1100-1300 hrs.

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**INSTRUCTIONS TO ALL CANDIDATES**

1. *Answer all questions*



- 14.** It is not a must for a station manager to break down his/her work into main parts and delegate some of his responsibilities to other employees.  
A. True                      B. False
- 15.** A safe and healthy work environment will not encourage employees to work better and harder.  
A. True                      B. False
- 16.** Some managers may feel guilty about delegating part of their work to others.  
A. True                      B. False
- 17.** If work is not delegated, the station manager will still be able to complete his work.  
A. True                      B. False
- 18.** Delegation and evaluation are important components of management.  
A. True                      B. False
- 19.** Evaluation allows the station manager to assess the overall performance of the Pilots and Cabin crew only?  
A. True                      B. False
- 20.** The most important role of the Passenger Service Agent is to provide first class customer service to first class customers.  
A. True                      B. False
- 21.** All Passenger Service Agents must possess excellent communication, teamwork skills, and be able to work to tight deadlines.  
A. True                      B. False
- 22.** It is important for senior management, station manager and employees to be in agreement with regard to the way the station is organized.  
A. True                      B. False
- 23.** Providing feedback to employees is not a must?  
A. True                      B. False
- 24.** Providing feedback to employees helps other employees understand how the process of delegation is decided?  
A. True                      B. False
- 25.** It is not a must for a Station manager to inform all members of staff who will be affected by a delegation of responsibility about the changes which have occurred?  
A. True                      B. False
- 26.** Herzberg's Two-factor theory of motivation is also known as H-theory?  
A. True                      B. False
- 27.** Regular meetings between managers and employees, whether in a small scale group, or on a one-to-one basis is one of the channels which can be used to communicate between employees and employers  
A. True                      B. False

28. When employee are given the opportunity to give their opinions and make suggestions, it does not help to maximize employee performance and commitment to the organization.  
 A. True                                      B. False
29. The Station manager must advise all members of staff who will be affected by delegation of responsibility about the changes which have occurred.  
 A. True                                      B. False
30. Herberg's Two-factor theory of motivation discovered that the things which dissatisfy employees are the opposite of the things that satisfy them.  
 A. True                                      B. False
31. Praise is: extremely important, very powerful and under-utilized by management.  
 A. True                                      B. False
32. The most motivating type of praise is that which is given in public.  
 A. True                                      B. False
33. Praise is not a powerful way for the Station manager to recognize and acknowledge an employee's good work.  
 A. True                                      B. False

**Circle the correct answer**

(11 marks)

34. The manager decides and plans what will be done, and then he directs the employee in every aspect of the work. It is the employee who actually carries out the work but he does so under the strict supervision of the manager. Which type of delegation is it?  
 A. Delegation by taking the role of director  
 B. Do-it yourself delegation  
 C. Delegation by being the catalyst  
 D. Delegation by acting as overseer
35. The transformation of the meaning of a message by changing its contents is a definition of what term?  
 A. Communications  
 B. Channels  
 C. Two-way process  
 D. None of the above
36. What should be a Station manager's primary concern when communicating with his staff?  
 A. To persuade the listener to agree with the communicator  
 B. To ensure understanding of what is being said  
 C. To express the truth no matter how difficult  
 D. None of the above
37. Communication up through the organization can be done in the following ways except?  
 A. Employee attitude surveys  
 B. Informal chats  
 C. Regular management visits to each of the station's operational sections  
 D. All of the above
38. Below are some of the channels which can be used to communicate between employees and employers except?  
 A. Conferences  
 B. Workshops  
 C. Seminars  
 D. Though a third party
39. The following are some of the duties of a Passenger Service Agent except?

- A. Ensure on-time departure of some aircraft only
- B. Ensure that all the passengers are on board
- C. Assist transfer passenger
- D. Provide excellent customer service

40. Below are some of the various criteria used in the overall evaluation of a station's performance except:

- A. Check-in procedure time
- B. Costs
- C. Turn-around time
- D. Office furniture

41. Motivation is best defined by the \_\_\_\_\_, \_\_\_\_\_, goals and needs, which drive the behavior of people.

- A. Reasoning, objective
- B. Intentions, desires
- C. Effort, ethics
- D. Hopes, dreams

42. Which of Herzberg's motivating factors uses feedback and praise to motivate employees?

- A. Responsibility
- B. Recognition
- C. Achievement
- D. Prospects for advancements

43. Which of the following falls under Herzberg's "hygiene factors"?

- A. Salary
- B. Work itself
- C. Responsibility
- D. Prospects for advancements

44. Pay rises, increased job prospects, promotion and rewards are components of which of Herzberg's motivators?

- A. Prospects for advancement
- B. Achievement
- C. Responsibility
- D. None of the above

**Fill in the blanks**

(46 marks)

45. When employees are not involved in the decision-making process, \_\_\_\_\_ can result.

\_\_\_\_\_ is a two-way process, between manager and his employees.

46. \_\_\_\_\_ communicates down through the organization, \_\_\_\_\_ communicate up through the organization.

47. Name the four differing degrees of delegation: (4 marks)

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48. \_\_\_\_\_ is the transformation of the meaning of a message by changing its content.

49. \_\_\_\_\_ equips employees with knowledge and skills to perform their jobs in a competent manner.

50. The Station managers relies on the assistance of \_\_\_\_\_ and \_\_\_\_\_ to set and meet targets.
51. Job competencies include qualifications, experience, attitude, ability and \_\_\_\_\_ of the applicant.
52. A target sets out something that will be achieved by a \_\_\_\_\_
53. How should a Station manager set a target? \_\_\_\_\_
54. A target is a statement of \_\_\_\_\_
55. A good station manager \_\_\_\_\_ and \_\_\_\_\_ his team in order that their individual and collective skills, knowledge and experience are used effectively to meet station goals.
56. Evaluation of the work being carried out by station employees goes hand-in-hand with the \_\_\_\_\_ of responsibilities.
57. Passenger Service agents are required to work shifts including \_\_\_\_\_ and \_\_\_\_\_.
58. A strong organizational culture is one where all employees share clear and distinct \_\_\_\_\_ organizational value, attitudes and \_\_\_\_\_
59. A \_\_\_\_\_ combines efficiency and effectiveness so that both business and employee issues and concerns are equal in importance.
60. Two fundamental aspects of the Station manager's role are \_\_\_\_\_ and \_\_\_\_\_

**End of Paper**