



UNIVERSITI MALAYSIA TERENGGANU

FINAL EXAMINATION

SEMESTER I SESSION 2025/2026 (BACHELOR DEGREE)

COURSE : PRINCIPLE MARITIME MANAGEMENT

COURSE CODE : MMM3763

DURATION : 2 HOURS

MATRIC NO. : _____

PROGRAMME : _____

SEAT NO. : _____

INSTRUCTIONS TO CANDIDATES

- i. Answer **ALL** questions.
- ii. All answers must be written in OMR form provided.

DO NOT OPEN THE QUESTION PAPER UNTIL INSTRUCTED

THIS QUESTION PAPER CONSISTS OF SIXTEEN (16) PRINTED PAGES

PART A (100 Marks)

Please choose the most appropriate answer for each question in this part.

1. Which of the following statement best describe management?
 - A. As a collection of individuals deliberately structured within identifiable boundaries to achieve predetermined goals
 - B. A set of the people who make up the workforce of an organization, business sector, industry, or economy
 - C. A process of distributing organizational inputs by means of planning, organizing, directing and controlling for the purpose of producing outputs needed by our clients so that organizational objectives are achieved
 - D. Basically, set in place to establish the rules of conduct within a system and outlining the responsibilities of both employees and employers
2. Which of the following is **NOT** a function of management?
 - A. Decision Making
 - B. Leading
 - C. Monitoring & Evaluation
 - D. Negotiating
3. According to the provided information, what is the primary goal of management?
 - A. Maximizing profits
 - B. Achieving predetermined goals
 - C. Efficient resource allocation
 - D. Effective decision making
4. Managers are utilized in every sector in business. The model relies on their leadership and ability to operationalize the management structure. What are the main responsibilities of managers?
 - A. Transforming higher-level strategies and goals into operating plans that drive the business
 - B. Contribute effectively towards the successful functioning of an organization
 - C. Perform certain functions associated with a particular position
 - D. Manages the day-to-day performance of employees
5. Which type of manager is responsible for the overall direction and operations of an organization?
 - A. First-line manager
 - B. Middle manager
 - C. Top manager
 - D. Functional manager

6. According to the text, what role does a manager play in disseminating information to others?
 - A. Decision Maker
 - B. Spokesperson
 - C. Leader
 - D. Monitor

7. What skills are essential for a manager to diagnose the most appropriate response to a situation?
 - A. Interpersonal skills
 - B. Conceptual skills
 - C. Communication skills
 - D. Decision-making skills

8. What is the term used to describe the set of values, beliefs, and attitudes that help members of an organization understand what it stands for?
 - A. Mission statement
 - B. Organizational culture
 - C. Code of ethics
 - D. Strategic plan

9. Which of the following is an example of a mechanistic organization?
 - A. A tech startup in a rapidly changing industry
 - B. A government agency with stable processes
 - C. A creative advertising agency
 - D. A small family-owned business

10. What is the primary factor that determines the level of uncertainty in an organization's environment?
 - A. Degree of change
 - B. Degree of homogeneity
 - C. Competitive forces
 - D. Power of stakeholders

11. Which of the following is **NOT** one of the competitive forces that organizations need to consider in their environment?
 - A. Threat of new entrants
 - B. Power of employees
 - C. Competitive rivalry
 - D. Power of suppliers

12. What is the term for the movement toward including ethics as a critical part of management education?
- A. Ethical evolution
 - B. Ethical revolution
 - C. Ethical awakening
 - D. Ethical integration
13. Which of the following is an example of a code of ethics?
- A. A company's mission statement
 - B. A document outlining corporate financial goals
 - C. A formal statement of organizational values regarding ethics
 - D. A list of employee job responsibilities
14. What does the term "social responsibility" refer to in the context of management?
- A. A manager's responsibility to society
 - B. The duty of care that organizations have to their stakeholders
 - C. A company's obligation to maximize profits
 - D. The focus on financial interests over social interests
15. Why is it important for organizations to consider social responsibility?
- A. To maximize profits in the short term
 - B. To gain a better public image
 - C. To avoid government regulations
 - D. To prioritize the interests of the owners
16. Who are considered stakeholders in an organization, according to the text?
- A. Only customers
 - B. Employees and shareholders
 - C. Only government agencies
 - D. All individuals or groups with an interest in the organization's performance
17. According to the provided information, what is the main goal of an accommodative approach to social responsibility?
- A. To proactively address social issues
 - B. To actively obstruct social responsibility efforts
 - C. To comply with minimum legal requirements
 - D. To defensively protect the organization's interests

18. Which approach to social responsibility involves actively promoting the public good and advancing the values of society?
- A. Obstructionist
 - B. Accommodative
 - C. Defensive
 - D. Proactive
19. What is the term for the process of monitoring and managing the changes in an organization's environment?
- A. Social responsibility
 - B. Organizational culture
 - C. Environmental scanning
 - D. Stakeholder engagement
20. In an organic organization, what is the primary advantage when dealing with a rapidly changing external environment?
- A. Simplified organizational structure
 - B. Greater adaptability and flexibility
 - C. Higher efficiency in resource allocation
 - D. Strong resistance to change
21. The following statements are **TRUE** regarding the task's external environment, **EXCEPT**;
- A. The uncontrollable environment
 - B. Outside forces that impact an organization
 - C. Set of broad dimensions and forces in the organization's surroundings
 - D. Consists of specific organizations or groups that influence an organization
22. There are three types of organizational relationships as follows:
- A. Delegation, centralization, and span of control
 - B. Delegation, span of control, and departmentalization
 - C. Centralization, departmentalization, and span of control
 - D. Centralization, delegation, and departmentalization
23. The following are few good reasons for a company to organize social responsibility program **EXCEPT**?
- A. Use of society's resources
 - B. Long-term business interest
 - C. To maximize profit in short term
 - D. Moral justification

"An organization can be conceptualized as a collection of individuals deliberately structured within identifiable boundaries to achieve predetermined goals."

24. Who are the following management scholars below that gave the definition above of an organization?
- A. Howard E. Aldrich (1999)
 - B. Jaafar Muhammad (1998)
 - C. Amitai Etzioni (1994)
 - D. Ricky W. Griffin (1999)
25. A manager compares past performance data with current outcomes to decide whether to adjust existing plans. Which stage of the planning process is this manager analysing?
- A. Setting objectives
 - B. Developing alternative courses of action
 - C. Evaluating and reviewing performance
 - D. Implementing the plan
26. An organization prepares a backup plan to respond to sudden supply chain disruptions. Analysing this scenario, which type of plan is being applied?
- A. Standing plan
 - B. Tactical plan
 - C. Contingency plan
 - D. Strategic plan
27. A company's strategic plan emphasizes innovation and long-term market leadership, while its operational plan stresses cost reduction. What analytical conclusion can be drawn about their planning alignment?
- A. The two plans support each other fully
 - B. There is a conflict between strategic and operational goals
 - C. Operational plans are irrelevant to strategy
 - D. Cost reduction is the only goal of strategic planning
28. When managers perform a SWOT analysis before formulating goals, which analytical purpose does this serve?
- A. To implement decisions directly
 - B. To evaluate internal and external factors affecting strategy
 - C. To determine employee training needs
 - D. To assess performance appraisal results

29. A top manager delegates short-term sales targets to middle managers but keeps control of market expansion strategy. What does this indicate about the levels of planning in the organization?
- A. Middle managers are responsible for strategic planning
 - B. Planning authority is equally distributed
 - C. Top managers focus on strategic, middle managers on tactical plans
 - D. Operational planning is handled at the top level
30. A manager identifies that rigid planning has failed due to market volatility. From an analytical perspective, which planning improvement is most appropriate?
- A. Eliminate all planning activities
 - B. Shift to flexible and adaptive planning
 - C. Focus only on long-term strategic goals
 - D. Ignore environmental changes
31. When comparing two departments' plans, one uses measurable goals and the other uses vague objectives. An analytical conclusion about effectiveness would be that:
- A. Both plans are equally effective
 - B. Measurable goals improve performance tracking
 - C. Vague goals encourage creativity
 - D. Planning style has no impact on results
32. In analysing the barriers to planning, which situation shows a managerial limitation rather than an environmental limitation?
- A. Government regulations changing frequently
 - B. Lack of accurate forecasting data
 - C. Overdependence on top management's decisions
 - D. Sudden natural disasters
33. A company regularly updates its plans based on market feedback. From an analytical standpoint, this reflects which characteristic of effective planning?
- A. Planning is static and fixed
 - B. Planning integrates feedback for improvement
 - C. Planning focuses only on internal factors
 - D. Planning eliminates uncertainty completely
34. Analysing the chain of command, which of the following best illustrates its purpose?
- A. To limit employee participation
 - B. To clarify reporting relationships and communication flow
 - C. To enhance informal interactions
 - D. To reduce the number of levels in the hierarchy

35. A retail firm identifies a pattern where poor goal alignment between departments leads to inefficiency. Analytically, what does this reveal about its planning process?
- A. Goals are SMART
 - B. Planning lacks coordination and integration
 - C. There is excessive flexibility in plans
 - D. Planning is entirely top-down
36. A manager studies reporting relationships to identify overlapping responsibilities among employees. What aspect of organizing is being analysed?
- A. Division of work
 - B. Span of control
 - C. Delegation of authority
 - D. Unity of command
37. When a company groups activities based on products rather than geography, what analytical observation can be made about its structure?
- A. It is using a functional structure
 - B. It is using a divisional structure
 - C. It is using a matrix structure
 - D. It has a tall organizational hierarchy
38. A project manager reports to both the head of engineering and the head of marketing. Which type of organizational structure does this represent?
- A. Functional
 - B. Matrix
 - C. Divisional
 - D. Network
39. When analysing the principle of unity of command, what managerial risk arises if an employee receives orders from two supervisors?
- A. Improved coordination
 - B. Increased motivation
 - C. Confusion and conflict
 - D. Greater specialization
40. A company notices delays in decision-making because too many hierarchical levels exist. From an analytical perspective, this indicates:
- A. The organization has a flat structure
 - B. The span of control is too wide
 - C. The organization is too centralized
 - D. The structure is too tall

MMM3763
CONFIDENTIAL

41. A firm grants decision-making power to lower-level managers to improve responsiveness. Analysing this scenario, which organizational principle is applied?
- A. Centralization
 - B. Departmentalization
 - C. Decentralization
 - D. Unity of direction
42. When comparing line authority and staff authority, which analytical conclusion is accurate?
- A. Line authority supports advisory functions
 - B. Staff authority gives direct command over subordinates
 - C. Line authority involves decision and command; staff provides advice and expertise
 - D. Both types have equal control over operations
43. A company groups employees into teams for customer solutions, combining experts from marketing, finance, and IT. Analytically, this reflects:
- A. Departmentation by function
 - B. Departmentation by territory
 - C. Departmentation by product
 - D. Cross-functional or matrix organization
44. In evaluating delegation, a manager finds that employees hesitate to make decisions despite being authorized to do so. What analytical conclusion can be drawn?
- A. Delegation is ineffective due to lack of authority
 - B. Responsibility is not clearly defined
 - C. There is weak accountability and insufficient confidence
 - D. Employees are overburdened with work
45. When analysing different spans of control, which situation demonstrates a narrow span?
- A. Each manager supervises 15–20 employees
 - B. There are few managements levels
 - C. Each manager supervises only 3–4 employees
 - D. The structure is highly decentralized
46. A multinational firm delegates all marketing decisions to regional managers while maintaining centralized finance control. Analytically, this structure represents:
- A. Pure functional structure
 - B. Hybrid structure
 - C. Network structure
 - D. Simple structure

CONFIDENTIAL

MMM3763
CONFIDENTIAL

47. When a manager compares two departments—one with clear authority lines and another with overlapping duties—what analytical insight can be drawn?
- A. The first department follows the principle of unity of command
 - B. Both departments are equally efficient
 - C. Overlapping duties reduce coordination
 - D. A and C are correct
48. A technology company eliminates several supervisory levels and empowers self-managed teams. Analytically, this transition represents:
- A. Centralization of authority
 - B. Flattening of the organizational hierarchy
 - C. Increase in span of control rigidity
 - D. Functional specialization
49. An analysis of a firm's structure reveals that top management makes all decisions, and lower levels only implement them. What organizational weakness does this suggest?
- A. Over-delegation
 - B. Lack of control
 - C. Excessive centralization
 - D. Inadequate coordination
50. Which of the following best defines *motivation* in a maritime organization?
- A. The process of assigning job tasks to employees
 - B. The internal and external forces that influence employees' behaviour, direction, and persistence at work
 - C. The amount of salary an employee receives each month
 - D. The company's formal policy on employee discipline
51. A ship engineer continues to perform efficiently even under pressure because he takes pride in maintaining vessel safety. This motivation is best explained as:
- A. External force
 - B. Intrinsic force
 - C. Peer pressure
 - D. Organizational inducement
52. According to *Frederick Taylor's Scientific Management Theory*, what primarily motivates employees to work harder?
- A. Job enrichment
 - B. Monetary rewards tied to performance
 - C. Teamwork and communication
 - D. Flexible working hours

CONFIDENTIAL

53. In a shipyard, workers are paid based on the number of containers handled per shift. Which motivational approach is being applied?
- A. Scientific Management
 - B. Expectancy Theory
 - C. Equity Theory
 - D. Human Relations Theory
54. A port manager notices that productivity drops when incentive pay is reduced. Based on Classical Theory, what should management focus on to restore performance?
- A. Increase supervision only
 - B. Reintroduce financial rewards linked to output
 - C. Reduce working hours
 - D. Provide counseling and mentoring
55. Behavioral Theories of Motivation focus on:
- A. Controlling employee actions through strict punishment
 - B. Understanding how rewards and reinforcements shape behavior
 - C. Assigning workers to repetitive tasks for efficiency
 - D. Reducing employee autonomy
56. A ship captain praises a deck officer each time he completes a task correctly, leading to repeated good performance. This reflects:
- A. Classical Motivation Theory
 - B. Positive reinforcement under Behavior Theory
 - C. Punishment approach
 - D. Job enrichment strategy
57. A maritime company penalizes crew members for late reporting but gives rewards for punctuality. Which principle is being used?
- A. Scientific management
 - B. Equity theory
 - C. Expectancy theory
 - D. Reinforcement theory
58. Which of the following statements best describes *Herzberg's Two-Factor Theory*?
- A. Job satisfaction and dissatisfaction arise from different sets of factors—motivators and hygiene factors
 - B. Motivation is driven solely by external rewards
 - C. Employees are motivated only by punishment
 - D. Motivation depends on group norms

59. A marine logistics firm provides recognition programs and professional development. According to Herzberg, these are examples of _____.
- A. Hygiene factors
 - B. Reinforcements
 - C. External punishments
 - D. Motivators
60. A port operator believes that no matter how hard she works, management will not recognize her effort. Based on *Expectancy Theory*, what will likely happen?
- A. Her motivation to perform will decrease
 - B. She will increase effort to gain attention
 - C. She will ignore outcomes and continue working harder
 - D. Her job satisfaction will remain constant
61. A ship management company implements recognition programs and transparent career pathways. After six months, productivity rises, and turnover drops. Which management principle explains these outcome?
- A. Herzberg's Two-Factor Theory – motivators improve satisfaction and retention
 - B. Theory X – employees must be controlled through rewards
 - C. McClelland's Theory – hygiene factors alone increase motivation
 - D. Expectancy Theory – rewards have no link to performance
62. Does coastal state can perform any oil exploration and production activities within its Exclusive Economic Zone?
- A. When the coastal zone received approval from third states, the oil exploration and production can be performed
 - B. Coastal state has the right to perform oil exploration and production up to 200 nautical miles from continental shelf
 - C. Coastal state can only perform oil exploration and production within its territorial water
 - D. Coastal state has the right to perform oil exploration and production up to 200 nautical miles from the baseline
63. The international shipping industry is responsible for the carriage of world trade. Shipping is the life blood of the global economy. What is the main reason 90% of world trade is transported by sea?
- A. The fastest route
 - B. To avoid road congestions within country
 - C. Enable to transport large volume at low cost
 - D. Shipping by sea is allowed only for limited type of goods, thus it is safe for the consumer

64. A port management team promotes open communication and regular feedback sessions. Over time, employees show greater initiative and fewer conflicts. What does this suggest?
- A. Strong human relations improve morale and operational efficiency
 - B. Employees are avoiding supervision
 - C. The organization should reduce meetings to save time
 - D. Workers are becoming resistant to change
65. A maritime firm has high morale among employees, but sudden management changes create uncertainty about future policies. What is the likely short-term impact?
- A. Increase in job satisfaction
 - B. Drop in morale and higher turnover risk
 - C. Improvement in teamwork
 - D. No change in employee motivation
66. Company XYZ introduces flexible working shifts for crew members to reduce fatigue and stress. Which effect is most likely to occur?
- A. Decrease in morale
 - B. Increase in job satisfaction and lower turnover rate
 - C. Increase in employee complaints
 - D. Reduction in teamwork and trust
67. Which of the following is **NOT** the advantage of Malaysia as a maritime nation?
- A. Generating economic growth through activities such as fisheries, transportation, oil and gas.
 - B. Developed related side industries such as eco-tourism, food production in marine and recreational sports.
 - C. Plenty of marine resources which are still under- exploited especially at the deep sea areas.
 - D. None of the above

Transportation of goods and passengers from any port or place in Malaysia to another port or place in Malaysia, including the exclusive economic zone shall be transported by vessels registered in Malaysia and has Domestic Shipping License which valid.

68. Policy stated in the statement above is _____.
- A. Corporate Policy
 - B. Cabotage Policy
 - C. Tax Exemption Policy
 - D. Shipping Licensing Policy

69. The seaport operations are consisting of three main components including public and private approach, corporate and private structure. Some of the examples of seaports that operate under corporate structure in Malaysia are including...
- i. Penang Port
 - ii. Bintulu Port
 - iii. Port Klang Authority
 - iv. Lumut Maritime Terminal
- A. i & ii
B. iii only
C. iii & iv
D. ii only
70. Fishing, scuba diving, kayaking, yacht sailing are fundamental components that determine the wealth of nation's
- A. Tourism industry
B. Maritime tourism
C. Seaport tourism
D. Cruise industry
71. A fisherman has been caught by Maritime Enforcement Agency because he has been fishing outside the Malaysian Territorial Water. The maximum range for fishing activities at Malaysian Territorial Water is up to
- A. 10 nautical miles
B. 3 nautical miles
C. 12 nautical miles
D. 100 nautical miles
72. In seaport sector, effectiveness and efficiency are normally evaluated through their positive changes in
- A. Competitiveness
B. Seaport governance
C. Management level
D. Policies
73. What is the primary role of the Malaysian Maritime Enforcement Agency (MMEA)?
- A. Conducting international trade negotiations.
B. Enforcing law and order in Malaysia's maritime zones
C. Developing Malaysia's maritime infrastructure
D. Training seafarers for commercial shipping

74. Which of the following is *not* one of the major emerging issues facing Malaysia's maritime industry?
- A. Digitalisation and decarbonisation of shipping operations
 - B. Cyber-security vulnerabilities in port and ship systems
 - C. Declining global demand for maritime transport leading to container throughput reductions
 - D. Infrastructure and hinterland connectivity bottlenecks undermining port competitiveness
75. A Malaysian port operator realises that while container throughput is growing, the road access to the port is congested and truck turn-round time has doubled. Which emerging issue does this scenario best illustrate?
- A. Cyber-security vulnerability
 - B. Maritime sovereignty dispute
 - C. Hinterland/infrastructure bottleneck affecting maritime logistics
 - D. Decarbonisation challenge.
76. According to recent commentary, why are decarbonisation and digitalisation considered inter-linked for Malaysia's maritime industry?
- A. Because decarbonisation requires no new technology, only digitalisation does
 - B. Because digital tools help measure and reduce emissions, thus facilitating decarbonisation
 - C. Because digitalisation will replace all shipping operations making decarbonisation moot
 - D. Because decarbonisation is only needed in land transport, not maritime
77. Suppose a Malaysian shipping company is planning to invest in smart port systems (IoT, AI) and also move to alternative fuels (e.g., LNG, methanol). In terms of emerging issues, this dual investment strategy responds to:
- A. Only decarbonisation challenges
 - B. Only digitalisation demands
 - C. Both digitalisation and decarbonisation imperatives
 - D. Neither, it is unrelated to emerging issues
78. Which emerging issue is associated with Malaysia increasing investment in autonomous unmanned vehicles (AUVs) and advanced surveillance for its maritime domain?
- A. Supply chain bottlenecks
 - B. Maritime security and enforcement challenges
 - C. Cyber-security of port IT systems
 - D. Decarbonisation of shipping

79. A maritime training institution in Malaysia finds that many graduates lack cyber-awareness and digital skills despite rising demands for IoT-enabled ship and port operations. Which emerging issue does this highlight, and what should the industry do?
- A. Issue: Infrastructure bottleneck — Action: Build more roads
 - B. Issue: Skills gap in digital/cyber-competency for maritime operations— Action: Enhance training programmes with cyber/digital modules and invest in upskilling
 - C. Issue: Decarbonisation cost — Action: Delay fuel transition
 - D. Issue: Maritime security — Action: Deploy more patrol vessels
80. Which department within the Ministry of Transport Malaysia is responsible for maritime affairs?
- A. Road Transport Department
 - B. Department of Civil Aviation
 - C. Marine Department Malaysia
 - D. Land Public Transport Agency

-End of Question Paper-

