

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF SCIENCE & ENGINEERING
DEPARTMENT OF OPTOMETRY

NOV 2024

BACHELOR OF SCIENCE HONOURS DEGREE IN OPTOMETRY

OPTC304. PRACTICE MANAGEMENT AND JURISPRUDENCE

DURATION: 3 HOURS

TOTAL MARKS: 70

CANDIDATE NUMBER:

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INSTRUCTIONS:

- This paper consists of three sections, sections A, B and C. Attempt all questions in the answer booklet provided. This paper contains only 1 (one) section.
- Attempt all questions in the Examination Booklet.

SECTION A. Attempt All questions in this section.

1. In management process, the most misinterpreted word is
 - a. Organizing
 - b. Delegating
 - c. Controlling
 - d. Planning
2. The department(s) that an event management company will have is (are)
 - a. Creative
 - b. Production
 - c. Client servicing
 - d. All of the above
3. Who said, "Management is a multiple purpose organ that manages a business, manages a manager and manages workers and work"?
 - a. Harold Koontz
 - b. Peter Drucker
 - c. Kenneth O 'Donell
 - d. Anonymous

4. Under mechanism of scientific management, scientific task setting includes:
 - a. Time study
 - b. Motion study
 - c. Method study
 - d. All of the above
5. Management as a discipline is the function of _____.
 - a. Science
 - b. Art
 - c. Creativity
 - d. All of the above
6. Which theory assumes that people are naturally lazy and will avoid work and responsibilities if possible?
 - a. Theory X
 - b. Theory Y
 - c. Theory Z
 - d. None of the above
7. Who is the person you have to give importance under the company's checklist before making call to the consultant.
 - a. Managers
 - b. Employees
 - c. Customer
 - d. All of the above
8. What is one of the most significant inhibitors in customer preference while purchasing perishable items in retail?
 - a. Proximity of markets
 - b. Customer preference to brands
 - c. Both (A) and (B)
 - d. None of the above.
9. The objectives in corporate governance are
 - a. Growth
 - b. Stability
 - c. Shareholders value maximization
 - d. All of the above.

10. The word _____ denotes a function, a task, a discipline.
- Management
 - Leadership
 - Motivation
 - None of the above
11. Bob, Joe, and Larry can all perform their jobs well without supervision. What does this indicate?
- Presence of a rigid reward system
 - Presence of a leadership neutralizer
 - Presence of a leadership substitute
 - Presence of a leadership incentive
12. In the past three to four decades, many management theorists, and writers have made remarkable contribution in the study of management. By studying the various approaches to management analysis, we can understand the concept of management and have a better understanding of managerial functions. Which approach to management emphasizes managing people by understanding their individual psychological needs?
- Empirical Approach.
 - Decision Theory Approach
 - Management Science Approach
 - Interpersonal Behaviour Approach
13. The communication process is made up of various components. Which of the following is the actual physical product from the source?
- Feedback
 - Filter
 - Message
 - Channel
14. Which of the following would **not** be an accurate depiction of the differences between strategic and tactical planning?
- Strategic planning is developed mainly by upper-level management and tactical planning is generally developed by lower-level management
 - Facts for strategic planning are generally easier to gather than facts for tactical planning
 - Strategic plans generally contain less details than tactical plans
 - Strategic plans generally cover a longer period of time than tactical plans

15. Which of the following statements concerning grapevine is **not** correct?
- a. Grapevine is generally used irregularly in organizations
 - b. Grapevine can and often does generate harmful rumours
 - c. Grapevine is used largely to serve the self-interests of people within it
 - d. Some managers use grapevine to their advantage
16. The conflict-resolution approach that corresponds with a high level of assertiveness and a low level of cooperativeness, is referred to as....?
- a. Compromising
 - b. Collaborating
 - c. Forcing
 - d. Avoiding
17. Mr. Sunil works for "Energy Engineering Works." Apart from the regular compensation, the company provides him with things such as tuition reimbursement, recreational opportunities etc. What is the name given to these things of value?
- a. Incentives
 - b. Benefits
 - c. Rewards
 - d. Compensation
18. The fact that 70-80 percent of a manager's time is taken up by his interactions with others, highlights the need for effective communication for successful management. Which of the following strategies is **not** likely to improve communication effectiveness?
- a. Avoiding non-verbal cues
 - b. Using simple, unambiguous language
 - c. Using active listening techniques
 - d. Using appropriate and consistent nonverbal cues
19. Two factor theory of motivation provides useful insights into the relationship between individual and situational or hygiene factors. Which of the following is a hygiene factor?
- a. Achievement.
 - b. Interpersonal relations
 - c. Recognition
 - d. Challenging work

20. Identify the sequence of different steps in controlling.
- I. Measurement of performance.
 - II. Comparison of actual and standard.
 - III. Analysis of causes of deviation.
 - IV. Actual performance.
 - V. Corrective action plan.
- a. (III), (IV), (V), (I), (II)
 - b. (II), (III), (IV), (V), (I)
 - c. (I), (II), (IV), (III), (V)
 - d. (IV), (I), (II), (III), (V)
21. JIT (Just-In-Time) inventory control is an approach to inventory control, which stipulates that materials should arrive just, as they are needed, in the production process. Which of the following would generally **not** be associated with a successful JIT program, for the purpose of inventory control?
- a. Well-organized receiving and handling of materials purchased from suppliers
 - b. Strong management commitment
 - c. Suppliers located in diverse and distant locations
 - d. High quality of materials purchased from suppliers
 - e. Dependable and long-lasting relationships with suppliers and customers.
22. Information that originates outside the organization is known as external information. Which of the following is/are example(s) of external information in an organization?
- a. Daily receipts and expenditures
 - b. Salesperson Quotas
 - c. Descriptions of customer satisfaction with products and services
 - d. Quantity of an item in hand or in inventory
23. Which of the following decision-making models emphasizes short-run solution of a problem rather than long-term goal accomplishment?
- a. Rational model
 - b. Satisficing model
 - c. Incremental model
 - d. Garbage-can model

24. Sofia works in one of seven research and development departments at General Automobile Corporation. This would suggest that General Automobiles has a.....?
- Functional structure
 - Divisional structure
 - Flat structure
 - High degree of centralization
25. Which of the following information processing systems gives the output in the form of summary and exception reports that are useful to the managers?
- Decision support system
 - Management information system
 - Office automation system
 - Transaction processing system
26. In which of Likert's four systems of leadership, managers do not have complete confidence and trust in subordinates but nevertheless, solicit advice from subordinates while retaining the right to make final decision?
- Participative leadership style
 - Benevolent-authoritative leadership style
 - Consultative leadership style
 - Exploitative-authoritative leadership style
27. Performance appraisals are important in an organization because they
- Provide systematic judgments to support promotions.
 - Provide a basis for coaching.
 - Provide a basis for counselling.
 - Let subordinates know where they stand with the boss.
28. Ratio analysis helps a manager to compare the performance of the organization with its previous performance or the performance of its competitors. Which of the following is a ratio of creditors' contribution to that of the owners?
- Current ratio
 - Debt-equity ratio
 - Return on investment (ROI)
 - Net profit margin

29. Which of the following inventory techniques uses cards to monitor inventory movement?
- ABC Analysis
 - JIT Approach
 - Kanban
 - Kaizen
30. A decision support system (DSS) is an interactive computer system used to plan and make decisions. Which of the following is/are true with regard to Decision Support System (DSS)?
- Executive decisions are the focal points in DSS.
 - DSS specializes in easy-to-use software.
 - DSS employs interactive processing.
 - The control and use of DSS rests with the central information management department.
31. Which of the following is/are postulates of the path - goal theory?
- The leader clearly defines the path to goal attainment for subordinates.
 - The leader motivates subordinates to participate in decision-making.
 - The leader sets clear and specific goals for subordinates.
 - The leader suitably rewards employees as per their performance.
32. Behaviourally Anchored Rating Scales (BARS) is a sophisticated performance rating method. Which of the following is not true with regard to BARS?
- BARS minimizes subjective interpretation inherent in graphic rating scales
 - BARS makes use of 'anchors' (common reference points of performance)
 - BARS concentrates on job-specific behaviours and hence is highly meaningful
 - BARS is a simple and cost-effective rating method**
33. Which of the following is not true with regard to functional authority?
- Functional authority is the authority staff members have over line members within the limits of their functions
 - Functional authority has the same effect as line authority but it doesn't have the right that line authority has, to punish violations or deviations in order to ensure compliance
 - Functional authority is limited to those areas where a staff member has some technical competence
 - Functional authority is in sync with the principle of unity of command.

34. Creativity is an important factor in managing people. Which of the following is not true with regard to the creative process?
- Creativity is the ability to develop new ideas
 - The creative process starts with unconscious scanning
 - Intuition connects the unconscious with the conscious
 - Insight leads to intuition
35. According to "expectancy theory", the probability of an individual acting in a particular way depends on
- The personality of the individual and the likelihood it will change.
 - The company and its potential to be moving in the right direction.
 - The situation.
 - The strength of that individual's belief that the act will have a particular outcome and on whether the individual values that outcome.
36. Which of the following techniques for improving productivity aims at reducing costs by analysing and improving individual operations of a product or service?
- Work simplification
 - Time-event network
 - Value engineering
 - Total Quality Management
37. Span of control an important factor, which is to be taken into account when undertaking organizational design. Maintaining a large span of control within an organization is most effective in all except one of the following situations?
- When subordinates prefer autonomy
 - When tasks are routine
 - When jobs are similar but have varying performance measures
 - When subordinates are highly trained
38. Functional job analysis is a widely used systematic job analysis approach. Which of the following dimensions of an individual's job does functional job analysis focus on?
- Data, people and jobs pertaining to the individual's job.
 - Interpersonal relationships required to perform the job.
 - Tools and equipment used by the worker.
 - Products and services produced by the worker.

39. Organizational culture is the collection of shared values, beliefs, rituals, stories, myths and specialized language that foster a feeling of community among organization members. Which of the following is not a characteristic of organization culture?
- a. It differentiates one organization from another
 - b. It defines the internal environment of an organization
 - c. It ensures consistency in the behaviour of organization members
 - d. It remains absolutely stable throughout the life of an organization
40. Management By Objectives (MBO) is a system for achieving organizational objectives, enhancement of employee commitment and participation. Which of the following is not an advantage of MBO?
- a. Role clarity
 - b. Clarity in organizational action
 - c. Personnel satisfaction
 - d. Flexibility.
41. Which of the following are the characteristics of the planning process usually adopted in Japanese Management style?
- I. Long-term orientation.
 - II. Individual decision-making.
 - III. Decisions flowing from bottom to top and back.
 - IV. Slow decision-making.
42. Which of the following refers to the flow of information among persons at different levels, who have no direct reporting relationships?
- a. Horizontal communication
 - b. Diagonal communication
 - c. Upward communication
 - d. Downward communication
43. Every organization structure, even a poor one, can be charted. Which of the following is **false** with respect to Organization Chart?
- a. It is a vital tool for providing information about organizational relationships
 - b. It provides a visual map of the chain of command
 - c. Charting an organization structure can show up the complexities and inconsistencies, which can be corrected
 - d. It shows authority relationships as well as informal and informational relationships

44. As Arvind Misra is reviewing the progress of his organization in meeting its organizational goals, he is struck by the fact that his organization has an organizational structure that might be causing problems. The current structure diffuses accountability, makes it difficult to respond to changing conditions quickly, and results in situations where someone might have two bosses. Which of the following organization forms best fits these disadvantages being experienced by Mr. Misra?

- a. Geographical structure
- b. Matrix structure
- c. Divisional structure
- d. Customer structure

45. The garbage-can model is effective in which of the following situation/s?

- I. When managers have no specific goal preferences.
- II. When the means of achieving goals are unclear.
- III. When there are frequent changes in the participants involved in decision-making.
- IV. When the degree to which decision-makers can determine optimal decisions is limited by the individuals' capacity and intelligence.

- a. Only (IV) above
- b. Both (I) and (II) above
- c. Both (III) and (IV) above
- d. (I), (II) and (III) above

46. Which of the following is true about the conclusions drawn from the trait approach to leadership?

- a. The trait approach identifies traits that consistently separate leaders from non-leaders
- b. There are certain traits that guarantee that a leader will be successful
- c. The trait approach is based on early research that assumes that a good leader is born, not made
- d. Leadership is a simple issue of describing the traits of successful leaders

47. Which of the following information systems has low-volume data and analytical models as data inputs?

- a. Management Information System
- b. Decision Support System

- c. Executive Support System
- d. Transaction Processing System.

48. An objective is the object or aim of an action. Management by Objectives (MBO) is a management process that is popular in many organizations. It is the joint setting of goals and objectives by superiors and subordinates. A major difference between traditional objective setting and MBO is...?
- a. In MBO, there are multiple objectives covering a range of organisational activities
 - b. In traditional objective setting the objectives, once formulated, provide direction for management decisions
 - c. In traditional objective setting the objectives, once established, form the criteria against which actual accomplishments can be measured
 - d. Traditional objective setting is 'top down' only, while MBO is both a 'top down' and 'bottom up' process.
49. In the Japanese management style, the controlling function is characteristic of
- I. Focus on individual performance.
 - II. Control by peers.
 - III. Extensive use of quality control circles.
 - IV. Fixing blame.
- a. Both (I) and (II) above
 - b. Both (I) and (III) above
 - c. Both (I) and (IV) above
 - d. Both (II) and (III) above
50. The strengths and weaknesses of each alternative become obvious in which step of the decision making-process?
- a. Identifying the problem
 - b. Identifying the decision criteria
 - c. Analysing the alternatives
 - d. Implementing the alternative
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SECTION B. Attempt all questions in this section. (50 marks)

1. A physician should not release confidential information without prior consent of the patient, unless required by law. Give **four** examples when this might occur. {8 marks}
2. Outline **five** guidelines that should inform fees and charges by health care provider? {10 marks}
3. List **six** safeguards to protect confidentiality of computerized medical records? {6 marks}
4. State the **two** main determinants of sexual harassment between a practitioner and a trainee. {4 marks}
5. List **six** examples of intentional torts. {6 marks}
6. Define the following terms as applied in clinical malpractice. {6 marks}
 - a. Malfeasance.
 - b. Misfeasance.
 - c. Nonfeasance.
7. List all the items that should generally be noted when releasing medical information to a third party. {10 marks}

END OF PAPER