



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **BGN1305 Principles and Practices of Management**
Semester & Year : September - December 2017
Lecturer/Examiner : Ng Boon Aun
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (20 marks) : Answer all TWENTY (20) multiple choice questions. Answers are to be shaded in the Multiple Choice Answer Sheet provided.
PART B (80 marks) : Answer all TWO (2) scenario based questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

Total Number of pages = 7 (Including the cover page)

PART B : SCENARIO-BASED QUESTIONS (80 MARKS)

INSTRUCTION(S) : Answer all **TWO (2)** questions. Write your answers in the Answer Booklet(s) provided.

Question One

AB Company is about to embark on a restructuring programme which will mean significant changes to the roles and responsibilities of staff in the Housekeeping Department.

It is anticipated that there will be some resistance to the proposed changes, so the Board of Directors in AB Company has asked Kate, a senior manager in the department, to lead the changes. The Board has chosen Kate because she is generally well liked and respected by her colleagues. She is also held in high regard for her expert knowledge and her interest in, and support she gives to, all those who work for her.

(Adopted from the Chartered Institute of Management Accountants, 2011)

- a. Identify and describe the **FOUR (4)** different sources of power Kate possesses in which could help her to manage the changes in the Housekeeping Department. Provide relevant examples to support your answer.

(20 marks)

- b. It was mentioned that resistance to change would be anticipated. What are the **FOUR (4)** reasons why employees resist change? Support your answer with relevant examples.

(20 marks)

Question Two

DD Company, a relatively new company, is in the business of designing and building farm equipment and machinery. Whilst it has been successful in its first few years of operation, sales are now in decline as competition in the industry has intensified and there is greater rivalry between competitor organisations.

A review undertaken by consultants has recommended that, in order to gain sustained competitive advantage, the company needs to establish the basis on which it can compete more effectively against its rivals in the future. Competitive advantage is anything that can give an organisation an edge over its rivals and competitors. An important aspect of competitive advantage is that it needs to be sustained over time, rather than being short-lived. It is important for DD Company to understand on what basis it will seek to achieve competitive advantages since, to be sustainable, it must identify those activities that competitors cannot easily copy and imitate.

(Adopted from the Chartered Institute of Management Accountants, 2012)

- a. Suggest **TWO (2)** different strategies in which DD Company could seek to gain competitive advantage. Provide relevant examples to support your answer.
(10 marks)

- b. Illustrate the **FIVE (5)** important steps of the strategic management process DD Company has to undergo, to enable managers to conceive and implement a strategy that can lead to a sustainable competitive advantage
(15 marks)

- c. "Planning plays an important role in ensuring the success of a company."
Identify and describe **THREE (3)** reasons why managers should plan. Provide relevant examples to support your answer.
(15 marks)

END OF EXAM PAPER