



## BERJAYA BUSINESS SCHOOL

### FINAL EXAMINATION

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Course Code & Name : **BGN1305 Principles and Practices of Management**  
Trimester & Year : September - December 2018  
Lecturer/Examiner : Ng Boon Aun  
Duration : 3 Hours

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#### 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 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.

**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.

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**Question One**

Tee, a newly promoted manager, has been assigned to improve the long lasting problem of employees being not punctual and consistently late in submitting monthly reports. As a results, Tee came up with a solution which requires the cooperation of all managers in the organisation in order to implement the solutions effectively. Among the changes proposed are changes in the programme used for generating and submitting of reports and changes in information flow of the company using formal reporting.

The proposal suggested by Tee however face certain criticism from some managers as it will change the norm and status quo of the company.

a. Discuss **TWO (2)** types of change found in an organisation. Support your answer with relevant examples.

(10 marks)

b. It is mentioned that Tee will require the co-operation of all managers.

Examine **THREE (3)** levels of management commonly found in an organisation. Provide examples for the types of managers to support your answer.

(15 marks)

c. Illustrate **THREE (3)** methods change can be promoted by Tee. Provide relevant examples to support your answer.

(15 marks)

**Total: (40 Marks)**

## Question Two

BB Supermarkets has positioned itself as offering a high quality customer service, at the same time as offering competitively priced products through its national chain of supermarkets.

Paul, a management consultant, is advising the Board of BB Supermarkets on how it can best sustain its competitive advantage. Whilst much of BB's focus has been on addressing the primary activities associated with its business, Paul has recommended that the company should not forget the importance of the support activities. He has suggested that BB should use Porter's value chain framework to help it understand where value could be added in its support activities. Furthermore, as part of the company's strategic management process, a SWOT analysis can also be performed to have a better understanding of the company.

**(Adopted from the Chartered Institute of Management Accountants, 2014)**

- a. What is a **SWOT** analysis? Describe the **FOUR (4)** crucial components involve in a SWOT analysis of a company.  
(10 marks)
  
- b. Using the Porter Five Forces model, discuss the **FIVE (5)** factors BB Supermarket should consider when deciding on the industry attractiveness of the company.  
(15 marks)
  
- c. Suggest **THREE (3)** different strategies in which BB Supermarket could seek to gain competitive advantage. Provide relevant examples to support your answer.  
(15 marks)

**Total: (40 Marks)**

**END OF EXAM PAPER**