



## BERJAYA BUSINESS SCHOOL

### FINAL EXAMINATION

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Subject Code & Name : **BGN1305 Principles and Practices of Management**  
Semester & Year : January – April 2016  
Lecturer/Examiner : Ms. Siti Intan Nurdiana Wong bt Abdullah  
Duration : 3 Hours

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#### INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:  
PART A (20 marks) : TWENTY (20) multiple choice questions. Answer ALL questions. Shade your answers in the Multiple Choice Answer Sheet provided.  
PART B (80 marks) : TWO (2) Scenarios. Answer ALL 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.

**PART B : SCENARIO-BASED QUESTIONS (80 MARKS)**

**INSTRUCTION(S) : TWO (2) scenarios. Answer ALL questions. Answers are to be written in the Answer Booklet provided.**

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**Scenario 1: BL's Inequity Case**

BL Company is a long established family business which started out making made-to-measure boots and shoes by hand, but now also produces other leather goods. The company's production workers include skilled craftsmen who have served long apprenticeships to acquire their particular skills. The company also has a dedicated marketing and sales team which sells its goods through established retail outlets around the world. However, both the head of departments do not have a friendly relationship due to conflicting views and personalities. With sales and profits on the increase, Alvin, the owner and manager, has every reason to be optimistic about the future of his company. However, it seems that the company is in danger of becoming a victim of its own success as the production department is struggling to keep up with the increased demand. The marketing and sales team is frustrated with the workers in the production department calling them 'old-fashioned', suggesting that they are inflexible and unwilling to look at new methods or technology to improve productivity to meet the new orders it has won. For their part, the skilled craftsmen have complained to Alvin that the pressure being put on them to step up production is unreasonable and will compromise quality. They are also unhappy that the marketing and sales team is paid a commission yet the production workers have no opportunity to increase their pay. Alvin has been warned by the production supervisor that the production workers are threatening industrial action to stop work if this continues.

[Adapted from: [www.cimaglobal.com](http://www.cimaglobal.com), 2014]

- a) Differentiate between the managerial skills possessed by Alvin and the production supervisor.

(6 marks)

- b) Describe Vroom's Expectancy Theory using a diagram. By applying this theory, suggest how Alvin can increase the motivation of the production workers.

(19 marks)

- c) Identify and explain **THREE (3)** types of conflict that are evident in the above scenario. Suggest **THREE (3)** methods that can be used to handle their conflict.

(15 marks)

(Total: 40 marks)

## **Scenario 2: Disney's Design**

The Walt Disney Company is one of the world's largest entertainment company. It has earned this astounding reputation through tight control over the entire operation: control over the open-ended brainstorming that takes place 24 hours a day; control over the technical engineers who construct the fabulous yet safe theme-park rides; control over the animators who create and design beloved characters based on latest trends; and control over the performers that brings the many concepts and characters to life. Employees are well aware of their objectives and managers at Disney encourage independent and innovative thinking. People at the company have adopted the phrase "Dream as a Team" as a reminder that whimsical thoughts and adventurous ideas are at the core of the company philosophy. Projects assigned to the staff "imagineers" seem impossible at first glance. At Disney, doing the seemingly impossible is part of what innovation means. Teams of imagineers gather together in a brainstorming session known as the "Blue Sky". Under the "Blue Sky", an exchange of wild, outrageous ideas, both "good" and "bad", continues until solutions are found and the impossible is done.

[Adapted from: Daft,R.L. et.al., (2015),*New Era of Management*, Cengage]

- a) Define 'controlling' and discuss **TWO (2)** reasons why controlling function is important in Walt Disney Company.

(6 marks)

- b) List and explain **THREE (3)** types of control systems and give **ONE (1)** example for each from the scenario above.

(9 marks)

- c) Assuming that Disney's objective is to launch a new cartoon character next year. Identify and describe the **SIX (6)** steps of the planning process to achieve that objective.

(18 marks)

- d) Assume you are the project manager for a team of 'imagineers'. Describe the most appropriate leadership style that will be used to lead your team at Disney. Justify your answer.

(7 marks)

(Total: 40 marks)

**END OF EXAM PAPER**