



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **MGT1513 Fundamentals of Management**
 Trimester & Year : January – April 2019
 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 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.

Question One

E Company is one of the more established computer chip manufacturer in the industry. During their latest general meeting, one of the main issue discussed was the issue of corporate social responsibility and the company's involvement in it.

As a result of the meeting, three proposals were given:

- a. E Company should adopt a better business model to ensure financial stability of the company can be achieve in a legal manner
- b. E Company should be actively involved in awareness campaigns and sports events to encourage city dwellers to adopt an active lifestyle
- c. E Company should invest in clean production technologies to reduce carbon emissions of the company's production processes.

Carl the General Manager supports **proposal A** as he is concerned about the investment required to implement the proposals B and C as they could negatively influence the company's financial performance and the shareholder value as well. Sarah the Senior Manager however supports **proposal C** as she believe that the company should act in a socially responsible way in its interactions with its different stakeholders.

- a. Discuss **THREE (3)** different approaches on how companies be responsible to the society. Provide relevant examples to support your answer.

(15 marks)

- b. Compare the viewpoints of the General Manager and Senior Manager regarding the social responsibility proposals for Company E.

(10 marks)

- c. Describe the **FIVE (5)** important steps of the strategic management process Company E has to undergo to carry out a suitable strategy for the chosen proposal.

(15 marks)

Total: (40 Marks)

Question Two

AA Consultants has been asked to investigate the issues underlying the underperformance and low staff morale of the Finance Department in PB Hospital. The consultants have access to various sources of information such as the recent staff satisfaction survey which shows that staff morale in the department is low.

The consultants have run some focus groups with members of staff working in the department to try to gather more information to help them better understand the causes of underperformance and low staff morale. The findings suggest that there appears to be very much a “them and us” culture between management and staff, with the managers in the department exerting power based on their position and status. Staffs say that they are only allowed to undertake the specific activities included in their narrow job descriptions and feel unable to fully contribute as a result of the chain of command in the Finance Department. Staffs also say that they are not involved in decisions regarding the department’s activities, and many say they have not had any training. They mentioned that there are very few career progression opportunities because of this.

They feel their contributions are not recognised by management and that they never receive feedback on their performance. Staff characterise the leadership and management of the department as task-focused, with tight controls and close supervision.

(Adapted from: Management: Meeting and Exceeding Customers' Expectations by Plunkett, Atner, Allen, 2008)

- a. Using the **THREE** components listed under McClelland’s Three Needs theory, illustrate how the management can help motivate employees in PB Hospital.
(15 marks)
- b. “It is mentioned that effective communication is one of the method to improve motivation among the workforce. “
Discuss **FIVE (5)** methods managers of PB Hospital can use to overcome communication barriers.
(15 marks)
- c. “The right leadership style will help cultivate the right organisational culture.”
Describe the **TWO (2)** different leadership styles suggested by the University of Iowa under the behavioural approach of leadership. Provide relevant examples to support your answer.
(10 marks)
- Total: (40 Marks)**

END OF EXAM PAPER