

**FACULTY OF BUSINESS****FINAL EXAMINATION**Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Course Code & Name : **MGT1513 FUNDAMENTALS OF MANAGEMENT**  
Semester & Year : January – April 2020  
Lecturer/Examiner : Dr. Akram Al-Khaled  
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 written 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 unauthorised 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.

**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**

The Walt Disney Company is heralded as 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 engineers who construct the fabulous theme – park rides; control over the animators who create and design beloved characters and adventurous scenarios; and control over the talent that brings many concepts and characters to life. Although control pervades the company, it is not too strong a grip. Employees in each department are well aware of their objectives and the parameters established to meet those objectives. But in conjunction with the pre-determined responsibilities, 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, adventurous ideas, and all – out dreaming are at the core of the company philosophy. The overall control over each department is tempered by this concept. Disney managers strive to empower their employees by leaving room for their creative juices to flow. In fact, managers at Disney do more than encourage innovation. They demand it. Projects assigned to the staff "imagers" seem impossible at first glance. At Disney, doing the seemingly impossible is part of what innovation means.

Teams of imaginers gather together in a brainstorming session known as the "Blue Sky" phase. Under the "Blue Sky", an uninhibited exchange of wild, ludicrous, outrageous ideas, both "good" and "bad", continues until solutions are found and the impossible is done. By demanding so much of their employees, Disney managers effectively drive their employees to be creative.

(Source adapted from: Daft,R.L. et.al., (2015),New Era of Management, Cengage)

**Required:**

- a. Create **FIVE (5)** mission statements for the Walt Disney Company.

(5 marks)

- b. Based on the aforementioned scenario, propose how the Walt Disney Company's managers should play their roles to facilitate team effectiveness.

(15 marks)

- c. As a team leader of 'imagineers', propose the most relevant leadership style that will be used to lead your team effectively at Disney. Justify your answer.

(6 marks)

- d. Presuming that Disney's objective is to launch a new cartoon character next year. Describe the **SEVEN (7)** steps of the planning process to achieve that defined objective.

(14 marks)

**(Total: 40 marks)**

## Question Two

For over six decades, Toyota Motor Corporation has been a shining example of employee collaboration and teamwork. Although many companies proudly proclaim their team culture, at Toyota, the endorsement seems well-deserved and sincere. Teamwork is one of Toyota's core values, along with trust, continuous improvement, long-term thinking, standardization, innovation, and problem solving. In addition, four management principles (the 4Ps model) guide employees: problem solving, people and partners, process, and philosophy. The idea behind these principles is that "Good Thinking Means Good Product." Another interesting detail about Toyota is its belief that efficiency alone cannot guarantee success. The company recognizes that teams of employees are more than several pairs of hands but represent chie—the wisdom of experience. So...how does Toyota's culture reflect its emphasis on teamwork? First, individualism—a prominent value in Western culture—is de-emphasized. Instead, Toyota emphasizes systems in which people and processes and products are seen as intertwined value streams. As we noted earlier, employees are trained to be problem solvers with an important responsibility to make the production system leaner and better. Next, Toyota's hiring process "weeds out" those who aren't oriented to teamwork. Job applicants must not only be competent and possess technical skills, but must exhibit strong teamwork capabilities such as to trust their team, be comfortable solving problems collaboratively, and motivated to achieve collective outcomes. Next—and this shouldn't come as a surprise. Toyota structures its work around teams. Every Toyota employee knows the adage, "All of us are smarter than any of us." Teams are used not only in production, but at every level and in every function. For instance, in the aftermath of the devastating tsunami, employees at Toyota GB (the corporate sales and marketing arm of Toyota and Lexus brands in the United Kingdom) all pulled together with a "team spirit of personal sacrifice to guarantee the stable employment of the collective."

Finally, Toyota considers employee teams to be the power centre of the organization. The leader serves the team; it's not the other way around. When asked whether he would feature himself in an advertisement, the CEO of Toyota said, "No. We want to show everybody in the company. The heroes. Not one single person.

**(Source adapted from: Robbins, SP, De Cenzo, D.A., and Coulter, M. (2015). Fundamentals of Management, 9th Edition, Pearson)**

### Required:

- a. Appraise whether Toyota has succeeded due to its team-oriented culture, or it could have been succeeded without it.

(10 marks)

- b. Analyse how Toyota emphasizes teamwork throughout the organization.

(10 marks)

- c. Being as a manager at Toyota, identify and explain **FOUR (4)** crucial elements of managerial communications at the workplace.

(10 marks)

- d. Managers faced with ethical choices have a number of approaches that may use to guide their decision making. Interpret **Four (4)** approaches to ethical decision making.

(10 marks)

**(Total: 40 marks)**

**END OF EXAM PAPER**