



FACULTY OF BUSINESS

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **MGT1513 Fundamentals of Management**
Semester & Year : January – April 2021
Lecturer/Examiner : Joseph Choe Kin Hwa
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (20 marks) : TWENTY (20) multiple choice questions. Shade your answers in the Multiple Choice Answer sheet in the Answer Booklet provided. You are advised to use a 2B pencil.
PART B (80 marks) : TWO (2) scenario-based questions. Answer ALL of the 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 = 8 (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 1

As Charlie Greer drove to work, he smiled, recalling the meeting at the end of the previous day. Inez Rodriguez, the owner of the company where he worked, USA Hospital Supply, had summoned him to her office, where she warmly shook his hand and exclaimed, "Congratulations!" As they settled into chairs, Inez reviewed the conversation she'd had with the company's board of directors that morning: USA Hospital had been growing steadily for the past 10 years despite the economy's ups and downs. As the company's founder, Inez had always been an insightful and enthusiastic leader of the five-person sales team, but the level of activity was becoming too much of a distraction. Inez needed to think about the long-range vision of the company, so she needed a leader who could focus on sales. She had interviewed several candidates outside the firm as well as Charlie and two of the other sales representatives. In the end, Inez told Charlie, the choice was obvious: Charlie was far and away the best sales rep on the team, he had extensive knowledge of the company's product mix, and if anyone could help the sales team achieve its goals, it was Charlie.

She offered him the job as the company's first sales manager. He eagerly accepted. When he left work that evening, his head was full of ideas, and his heart was full of confidence. Now Charlie pulled into the office park where USA Hospital Supply was located and easily found a parking space in the lot outside the one-story office and warehouse facility. As usual, he was one of the first employees to arrive. By habit, he strode toward his cubicle, but after a second, he recalled that Inez had arranged for the small firm's accountant and computer systems manager to share an office so he could have an office of his own. Charlie entered his new domain and settled into the swivel chair behind his desk.

At that instant, the eagerness to enjoy his new status and responsibility began to give way to nervousness. Charlie realized that although he knew a lot about selling supplies to hospitals and doctor's offices, he had never given much thought to managing. Obviously, he mused, his job was to see that his department met or exceeded its sales targets. But how? Charlie started his computer and then opened his e-mail and his word-processing software, intending to get some ideas into writing.

He typed out a list of the four sales reps: Cindy, Paula, John, and Doreen. Cindy handled the large corporate accounts, Paula covered the East Coast, John called on accounts in the South, and Doreen handled the Midwest. Until today, Charlie had been building a fast-growing territory west of the Mississippi. Now who was going to do that? Charlie was tempted to keep that work for himself; he knew he could build a base of loyal clients better than anyone else. Still, he wondered whether he could excel as a manager and as a sales rep at the same time.

While he was pondering that challenge, Cindy walked past the office door and, without stopping, politely called, "Congratulations!" through the doorway. Charlie's heart sank as he realized that Cindy had also wanted this job. They had always enjoyed a friendly rivalry as talented salespeople; now what would happen to the fun of being team members? It was easier to think about the other representatives at the moment. Charlie scanned his e-mail inbox and saw status reports from John and Doreen, both of them out of the office to call on clients. What about Paula? Charlie wasn't quite sure he remembered her plans for this week. Obviously he needed to catch up on what everyone was doing, and that gave him a new idea. He could build on his strengths by traveling with each of the sales reps and coaching them. That way, he could show them all his proven methods for closing a sale, and they could learn to sell as well as he did. Charlie thought, "That's what a good manager does: shows employees how to do the job right." He was starting to feel less nervous as he began to compose an e-mail to Paula.

- a) From a sales representative to become a sales manager, discuss **FIVE (5)** main changes of Charlie's functions at USA Hospital Supply.

(20 marks)

- b) Charlie does not have any prior experience as manager and have not been involved in planning before under the leadership of Inez. Illustrate to Charlie on how he could use the formal planning process to develop goals and plans for the sales department.

(20 marks)

(Total: 40 marks)

Question 2

Crystal Goh graduated from Berjaya University College and was hired by a corporation that manufactured parts for the automotive industry. The employees on the assembly-line seemed bored, and their motivation was low. Goh's employer decided to try to reorganise the roles and responsibilities of the assembly-line employees to increase productivity. Goh is offered a chance to help direct the efforts of some low motivation assembly-line employees assigned to her work group. During her career, Goh will see her job change from an engineer to a more complex job assignment, managing people.

- a) Goh would like to learn about motivation. Explain to Goh the 'Two-Factor Theory of Motivation' by Frederick Herzberg.

(10 marks)

- b) Cohesive groups are better than non-cohesive groups at attaining the goals they want to attain. Illustrate the ways that Goh can build a cohesive work group.

(10 marks)

- c) In the reorganisation process, the management face challenges on assigning the number of employees under a few supervisors available. Examine the advantages and disadvantages of the use of narrow and wide span of control in the corporation.

(20 marks)

(Total: 40 marks)

END OF QUESTION PAPER