

FACULTY OF BUSINESS

FINAL EXAMINATION

Student ID (in Figures) :

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Student ID (in Words) : _____

Course Code & Name : **MGT1513 FUNDAMENTALS OF MANAGEMENT**
Semester & Year : May – August 2021
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 THREE (3) 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.

PART B : SCENARIO-BASED QUESTIONS (80 MARKS)

INSTRUCTION(S) : Answer all **THREE (3)** questions. Write your answers in the Answer Booklet(s) provided.

Question 1

The Boeing 737, a sort to medium-range twinjet narrow-body jet, first rolled off the assembly line in 1967. Here, almost half a century later, it's the best-selling jet airliner in the history of aviation. The 737 is Boeing's only narrow-body airliner in production, with the -600, -700, -800 and -900ER series currently being built. The re-engined and redesigned 737MAX is set for debut in 2017. As airlines replace their aging jet fleets. The burden is on Boeing to ramp up production to meet demand and to do so efficiently. As Boeing managers state, "How do you produce more aircraft without expanding the building?" Managing production of the multimillion dollar product—a 737-800 is sold for \$84.4 million—means "walking an increasingly fine line between generating cash and stoking an airplane glut." And Boeing is relying on this employee innovation teams to meet the challenge. Boeing has been using employee-generated ideas since the 1990s when its manufacturing facility in Renton, Washington, began adopting "lean" manufacturing techniques. Today, employee teams are leaving "few stones unturned". For instance, a member of one thought of solution to a problem of stray mental fasteners sometimes puncturing the tires as the airplane advanced down the assembly line. The solution? A canvas wheel cover that hugs the four main landing-gear tires. Another team figured out how to rearrange its work space to make four engines at a time instead of three. Another team of workers in the paint process revamped their work routines and cut 10 minutes to 15 minutes per worker off each job. It looks five years for another employee team to perfect a process for installing the plane's landing gear hydraulic tubes, but it eventually paid off.

These employee teams are made up of seven to ten workers with "varying backgrounds" —from mechanics to assembly workers to engineers—and tend to focus on a specific part of a jet, such as the landing gear or the passenger seats or the galleys. These teams may meet as once a week. What's the track record of these team? Today, it takes about 11 days for the final assembly of a 737 jet. That's down from 22 days about a decade ago. The near-term goal is to "whittle that number down to nine days."

Source: Adapted and modified from Robbins, SP., De Cenzo, D.A., and Coulter, M. (2020). Fundamentals of Management. 15th Edition. Pearson. (pp. 439 – 441)

Required:

- a. Describe **THREE (3)** types of teams in which the employees appear to be.

(15 marks)

- b. Occasionally, it may take a long time for a team to attain the desired objectives. As a manager, propose how you would motivate your team to demonstrate greater commitment towards their organization objectives.

(15 marks)

- c. Describe **FIVE (5)** appropriate roles that a team leader is required to play in this type of setting.
(10 marks)

(Total: 40 marks)

Question 2

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 and modified from Robbins, SP., De Cenzo, D.A., and Coulter, M. (2020). Fundamentals of Management.15th Edition. Pearson. (pp. 94 – 96)

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. As a manager at Toyota, explain **FIVE (5)** crucial elements of managerial communication at the workplace.

(10 marks)

(Total: 30 marks)

Question 3

Sharon was the regional manager of a large cable television company. She faced many problems and decisions daily, such as how to price each market, whom to hire, what kind of technology to purchase, and how to handle the increasing customer complaints. She needed some help sorting these issues out. When a customer calls and requests a refund for a partial month's usage of the cable service, the fact that such situations are routine and most likely have a standard response. Usually Sharon follows a procedure, a series of interrelated sequential steps for responding to a structured problem. Different situations demand different decision-making processes. Sharon will also often find a problem that has no cut-and-dry solution. The problem is unique and is unlikely to occur again resulting in a problem is non-programmed in nature.

Source: Adapted and modified from Robbins, SP., De Cenzo, D.A., and Coulter, M. (2020). Fundamentals of Management.15th Edition. Pearson. (pp. 72 – 74)

Required:

"When decision making is made using diverse styles and "rules of thumb" (heuristics), decision making biasness and error may occur."

Describe **FIVE (5)** types of decision making bias and error.

(10 marks)

END OF EXAM PAPER