



Private & Confidential

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **MGT1513 Fundamentals of Management**
Semester & Year : May - August 2017
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 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.

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

ROP Company, a retailer of beauty and cosmetics products, has been in existence for over 30 years. Its approach to strategy has tended to be informal and emergent rather than planned.

However, the company is facing uncertain times and at a recent board meeting, one of the directors suggested that the company should adopt a more formal approach to how it develops its strategy. He has suggested that the use of strategic management tools and techniques could help and, as a start, has recommended that the company should undertake a corporate appraisal.

At the same time, the Marketing Director, is reviewing the outcome of some product portfolio analysis which has recently been undertaken. She is keen to gain a better understanding of how the company's products are performing, specifically in terms of market share and market growth.

The analysis has revealed the following:

- Product A had a high market share but is in a market where there is low growth
- Product B has a low market share but is in a high growth industry
- Product C is a market leader with high market share in a high market growth industry
- Product D has a low market share and is in a low growth industry.

(Adopted from the Chartered Institute of Management Accountants, 2014)

- a. Using the BCG matrix, describe the analysis of ROP Company's current product portfolio and their implications for the future development of its products.

(20 marks)

- b. Identify what would be involved in ROP Company's SWOT analysis and explain the purpose of conducting the analysis.

(20 marks)

Question Two

Bill joined the DT Accountancy and Consultancy firm just over a year ago as the manager of the new business development team. His approach to leading his team is very different from that of his predecessor. He considers that meetings and consultation with his team are a waste of his time. Bill also believes that it is his role to make all the decisions and ensure tasks are completed. His preference is to use emails for all his communications and he expects people to respect his position as manager of the new business development team.

Bill has recently introduced a set of performance targets aimed, he says, at improving the efficiency of his team, but which the team feels are unreasonable.

Bill is unaware that morale of the team is at an all-time low. A number of staff have requested to move to other parts of the firm because they are unhappy working for Bill. Some of the employees also complaint about the lack of empowerment to make decision and that they are doing more paperwork compared to the past. Two members of the team have specific work related problems, but they feel unable to discuss these with Bill.

(Adopted from the Chartered Institute of Management Accountants, 2014)

- a. Bill mentioned that he prefers communicating through e-mails due to the benefits of written communication. Explain what is written communication and provide **THREE (3)** benefits of written communication.
(8 marks)
- b. Bill is said to have adopted an autocratic style of leadership. Discuss **THREE (3)** characteristics of autocratic leadership. Support your answer with relevant examples from the case.
(12 marks)
- c. Using **TWO (2)** different early theories of motivation, demonstrate how Bill can effectively maximize motivation of his team.
(20 marks)

END OF EXAM PAPER