



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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

Student ID (in Words) : _____

Course Code & Name : **MGT1513 Fundamentals of Management**
 Trimester & Year : May - August 2018
 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.

1. Alex has recently been appointed to be the Training Manager for GR Company's Finance Department. Although Alex has worked for the company for four years, as a middle manager this is his first role where he will have line management responsibilities. As part of his new responsibilities Alex is aware that he needs to improve his understanding on how to facilitate changes in the company so that he is prepared should any occur. He has contacted the department's HR advisor to ask her to brief him on change management related processes and procedures.

a. It is mentioned that change management is one of Alex's managerial responsibilities.

Discuss **TWO (2)** reasons why employees resist change? Support your answer with relevant examples.

(10 marks)

b. Examine **THREE (3)** managerial skills Alex need to fulfil his responsibilities as a middle manager. Provide relevant examples to support your answer.

(15 marks)

c. Identify and illustrate **THREE (3)** types of control Alex can carry out as a manager. Provide relevant examples to support your answer.

(15 marks)

2. TSL Company has for many years manufactured industrial electric powered vehicles including load carriers, tow tractors and other utility vehicles. The company adopts a positioning approach to achieving competitive advantage, in particular by differentiating its offer from rival vehicle manufacturers. Most recently the company has benefited hugely from public concerns about increasing oil prices and the need to reduce greenhouse gas emissions.

Last year TSL Company successfully launched its first electric car aimed at mainstream consumers. With recent advances in battery and power management technology, meaning higher performance and a longer travel distance between battery charges, this market is predicted to grow in the next few years. TSL Company's design team is confident that it has the capability to produce a range of affordable electric cars to compete with those currently available.

Strategic planning is undertaken at the company's head office and follows the formal approach to strategy development using the strategic management process. The company has recently started its planning for the next five years for all of its business units. A corporate appraisal has been completed for the business units, involving analysis of the external and internal environments, with a view to determining TSL Company's future strategic direction.

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

- a. "Planning plays an important role in ensuring the success of a company. Although it makes sense for an organization to establish goals and direction, critics have challenged some of the basic assumptions of planning."

Define what is planning? Analyse **FOUR (4)** benefits of formal planning.

(10 marks)

- b. Identify and describe the **FIVE (5)** important steps of the strategic management process TSL Company has to undergo to enable the company to carry out strategic planning.

(15 marks)

- c. Suggest the **THREE (3)** different strategies in which TSL Company could seek to gain competitive advantage. Provide relevant examples to support your answer.

(15 marks)

END OF EXAM PAPER