



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **MGT1513 Fundamentals of Management**
 Trimester & Year : May – August 2019
 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.

Question One

Raymond while seeking for a new job saw a recruitment advertisement published by a company seeking to hire a new departmental manager. Table 1 shows a part of the recruitment advert.

Table 1: Manager Job Requirements

- Knowledge and experience in business, supervision, and management.
- Knowledge of the functions, operation, and mission of the specific department.
- Better than average written and spoken communication skills.
- Outstanding interpersonal relationship building and employee coaching and development skills.
- Management experience in a team-oriented workplace preferred.
- Demonstrated ability to lead and develop a department and department staff members.
- Demonstrated knowledge of basic economics, budgeting, and accounting principles and practices.
- Demonstrated ability to serve as a knowledgeable resource to the organization's management team that provides leadership and direction.
- Excellent computer skills in a Microsoft Windows environment. Must include knowledge of Excel and skills in Access.
- General knowledge of various employment laws and practices and employee relations.
- Evidence of the ability to practice a high level of confidentiality.
- Excellent organizational management skills.

Having past experience of a supervisor in a multinational company, Raymond decided to apply for the managerial position offered in the advertisement.

Source adapted from: Sample Manager Job Description by Heathfield, 2018

- a. Raymond might not be successful in his job application as he only has experience as a supervisor but not a departmental manager.
Examine any **TWO (2)** levels of manager commonly found in an organisation. Provide examples for the types of managers to support your answer.

(10 marks)

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

(15 marks)

- c. Controlling is one of the crucial managerial function managers should perform.
Illustrate **THREE (3)** types of control managers perform in an organisation. Provide relevant examples to support your answer.

(15 marks)

Total: (40 Marks)

Question Two

Due to uncertain environment characterized by time pressures, increasing workloads, mergers and restructuring, a large number of employees are overworked and stressed. A study found that stress is the leading cause of people quitting their jobs. Further studies indicate that setting the right goals can help motivate employees and significantly reduce work related stress, and employee burnout. A well written goals provides the direction for all management decisions and forms a criterion against which actual accomplishments are measured. Goals are set based on the objectives and deliverables and in consideration with the resource availability and capability.

Furthermore, employee stress levels are also closely related to the manager in the organisation. By diligently exercise the power they have, managers are in many cases are able to lead and motivate their employees better. A person holding a managerial position theoretically has power but how well it is used will vary from one person to the next.

Source adapted from: Institute of Cost and Management Accountants of Pakistan, 2012

a. Describe **FIVE (5)** characteristics of a well-written goal.

(15 marks)

b. Power is the manager's capacity to influence work or decisions.

Explain the **THREE (3)** sources of power used by managers or leaders to influence employees in the workplace.

(15 marks)

c. "Departmentalisation when performed right, can also contribute to the improvement of working conditions and assist in lowering of work related stress "

Discuss **TWO (2)** types of departmentalisation commonly found in an organisation. Provide relevant examples to support your answers.

(10 marks)

Total: (40 Marks)

END OF EXAM PAPER