

**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 : May – August 2020
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

Laura is the associate director of a nonprofit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. The agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's preference is to not use emails for most of her communications has often lead to problems of miscommunication and lack of clarity among staffs.

In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received enough information from the finance department to complete the budgets. The finance department however claims that they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

Source adapted from: The Children, Youth, and Families At-Risk (CYFAR), 2020

a. Using relevant examples, illustrate **THREE (3)** directions of communication in an organisation.

(15 marks)

b. Define written communication and provide **FOUR (4)** benefits of written communication.

(10 marks)

c. Budget is an effective planning tool that can help managers plan for the future and learn from the past.

Using examples, discuss **THREE (3)** reasons why managers should engage in planning.

(15 marks)

Question Two

In 2005, Hong Kong Disneyland (HKDL) opened its doors to the public. Since then, the theme park has served 46 million guests from around the world. Representing about 30 different nationalities, the resort employs workforce of more than 8,000 full-time and part-time employees at the theme park and its two hotels during the most popular summer period.

Most of the resort's staff are under 25 years old. The magic begins with the recruitment of employees who are friendly, innovative, responsible, and are passionate about Disney stories. Disney management understands what is important to cast members or what excites them in HKDL. Therefore, HKDL address the value proposition of young talents through comprehensive training programs, transparent career paths and opportunities, recognition and engagement, and by providing a fun environment.

Cast members learn Disney culture in a number of ways such as training and socialization. HKDL provides 380,000 hours of professional and technical training to the entire workforce during the year. They help employees to become knowledgeable cast members, fostering open communication and having fun with their guests. This involves organizing a number of internal and external programs to encourage its cast members to support initiatives for education, health, social, and other outreach services.

The resort also conducts employee surveys to better understand its staff. The results show that cast members in HKDL take pride in their roles and they are motivated and empowered to excel in their roles. As a result, HKDL has received outstanding guest-satisfaction ratings and a range of awards from the hospitality and entertainment sectors including the recipient of the 2014 Randstad Award for Best Workplace Culture.

Adapted from: Robbins, S.P., and Coulter, M., (2014), Management, 12th Edition, Pearson.

- a. Suggest **TWO (2)** managerial skills a manager may need to motivate employees in an organisation. Provide relevant examples to support your answer.
(10 marks)
- b. Explain how the organization can motivate their employees better using the **FIVE (5)** level of needs listed under the Maslow's Hierarchy of Needs.
(15 marks)
- c. Discuss the **THREE (3)** basic types of controls that can be used to control employee satisfaction in the company. Provide relevant examples to support your answer
(15 marks)

END OF EXAM PAPER