BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures)   :

Student ID (in Words)   :

Subject Code & Name   :   **BGN 1305 Principles and Practices of Management**
Semester & Year   :   September – December 2016
Lecturer/Examiner   :   Joseph Choe Kin Hwa
Duration   :   3 Hours

INSTRUCTIONS TO CANDIDATES

1. **This question paper consists of 2 parts:**
    PART A (20 marks)   :   TWENTY (20) multiple choice questions. Shade your answers in the Multiple Choice Answer sheet in the Answer Booklet provided. You are advised to use a 2B pencil.
    PART B (80 marks)   :   TWO (2) essay questions. Answer ALL of the 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 = 9 (Including the cover page)

PART B : **ESSAY QUESTIONS (80 MARKS)**

INSTRUCTION(S) : Answer all **TWO (2)** questions. Write your answers in the Answer Booklet(s) provided.

QUESTION 1

Wendy Wong is the manager of a services unit responsible for the cleaning and housekeeping of a five-star hotel in Malaysia. She has worked at the hotel for four years, is single and educated from BERJAYA University College of Hospitality Bachelor Degree level. She reports directly to the hotel general manager and has six supervisors reporting to her, each responsible for a section of the hotel.

Wendy is subject to conflicting pressures from above and below, with diverse sets of people having an interest in what she ought to be doing in her job. These include pressures from internal stakeholders in the three core areas of administration such as human resource management, finance and supplies; front-office and marketing, as well as from external stakeholders.

Wendy works in a number of key areas, which include staffing; maintaining premises and equipment; providing information; directing operations; 'client' liaison; and quality standards and control. Wendy has clear priorities in providing an increasingly efficient and effective cleaning service to the satisfaction of both guests and hotel staffs. Her key tasks are therefore:

- Planning to ensure adequate staffing levels in the short term
- Maintaining good industrial relations
- Establishing and maintaining standards of cleanliness
- Restructuring work to allow lower staffing levels in the long term

Wendy's time, in order of importance, is therefore spent organising staff duties; dealing with grievances; checking work standards; and discussing organisational policy changes for staff. In the current atmosphere of uncertainty, activities such as staff training, liaison, and technical advice are seen by Wendy as unaffordable luxuries.

Wendy's approach to the job is very people centred and proactive. She spends most of the time out of the office, interacting either in formal meetings or one-to-one encounters to give information or to sort out problems. As a manager, Wendy always gives feedback to her staff for improving their work in the hotel. She feels that this is the more effective style of management given the current environment. However, some of her staffs do not feel comfortable with the one-to-one session and refuse to accept her feedback.

a) Discuss the type of planning that Wendy is responsible for as a service unit manager.

(8 marks)

b) Illustrate Wendy's responsibilities using Mintzbery's contemporary model of managerial roles.

(20 marks)

c) Wendy need to understand that feedback can be constructive and destructive. Explain to Wendy on the criteria for constructive feedback.

(12 marks)

(Total: 40 marks)

Question 2

Why do established companies struggle to become more agile? No small part of the difficulty comes from a false trade-off: the assumption by executives that they must choose between much-needed speed and flexibility, on the one hand, and the stability and scale inherent in fixed organisational structures and processes, on the other.

Start-ups, for example, are notoriously well known for acting quickly, but once they grow beyond a certain point they struggle to maintain that early momentum. Equally, large and established companies often become bureaucratic because the rules, policies, and management layers developed to capture economies of scale ultimately hamper their ability to move fast.

In our experience, truly agile organisations, paradoxically, learn to be both stable (resilient, reliable, and efficient) and dynamic (fast, nimble, and adaptive). To master this paradox, companies must design structures, governance arrangements, and processes with a relatively unchanging set of core elements—a fixed backbone. At the same time, they must also create looser, more dynamic elements that can be adapted quickly to new challenges and opportunities.

Traditional hierarchies—boxes and lines on the org chart—typically specify where work gets done and performance is measured, and who's responsible for awarding bonuses. All this generally involves a boss who oversees work and manages direct reports.

Agile organisations, by contrast, deliberately choose which dimension of their organizational structure will be what we call their "primary" one. This choice will dictate where individual employees work—in other words, where they are likely to receive coaching and training and where the infrastructure around their jobs is located. Day-to-day work, performance measurement, and the determination of rewards, on the other hand, are more likely to happen in teams that cut across formal structures. The primary home of employees remains an anchor along their career paths, while the crosscutting teams form, dissolve, and reform as resources shift in response to market demands. Sometimes these

dynamic teams show up in the org chart, typically in the form of business lines, market segments, or product units.

(Adopted from Aghina, W., De Smet, A. & Weerda, K., "Agility: it rhymes with stability". McKinsey Quarterly December 2015.)

a) Describe the characteristics of an organic organisational structure that emphasizes on agility.

(10 marks)

b) Critically evaluate the effectiveness of traditional structured organisation and the agile organisation.

(20 marks)

c) In the context of agile organisation, suggest the ways that managers can motivates employees with different desires.

(10 marks)

(Total: 40 marks)

END OF QUESTION PAPER