

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **BGN2305 MANAGING PEOPLE IN THE SERVICE INDUSTRY**
Semester & Year : SEPTEMBER – DECEMBER 2017
Lecturer/Examiner : JAMES LIOW
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (25 marks) : Answer all TWENTY FIVE (25) multiple choice questions and shade your answers in the provided space with 2B pencil.
PART B (75 marks) : Answer FIVE (5) out of SIX (6) short answer questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment and calculator 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**: SHORT ANSWER QUESTIONS (75 MARKS)****INSTRUCTION (S)**

: There are **SIX** (6) questions in this section, answer only **FIVE** (5) questions.
Write your answers in the Answer Booklet(s) provided.

QUESTION 1

Human resource management is the strategic and coherent approach to the management of an organization's most valued assets, that is, the people who individually and collectively contributes to the achievement of the objectives of the organization. Human resource planning is used by organizations to ensure that they have the right number and the right kind of people at the right place and at the right time.

- a) Briefly describe the recruitment and selection process. (6 marks)
- b) State **THREE** (3) advantages and **THREE** (3) disadvantages of external recruitment. (3 marks)
- c) In the selection process, briefly describe **THREE** (3) methods used in substantive assessment. (6 marks)

[Total 15 marks]

QUESTION 2

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

- a) Briefly describe the assumptions of Theory X and Theory Y. (12 marks)
- b) Provide a scenario on how a manager uses Theory X and Theory Y of human motivation effectively in an organisation. (3 marks)

[Total 15 marks]

QUESTION 3

The Path-Goal model is a theory based on specifying a leader's style or behaviour that best fits the employee and work environment in order to achieve a goal. The goal is to increase your employees' motivation, empowerment and satisfaction so they become productive members of the organisation.

- a) Describe the four Path-Goal types of leader behaviours. (10 marks)
- b) Path-Goal theory proposed **TWO** (2) contingency dimensions that moderate the leadership behaviour-outcome relationship. Define the **TWO** (2) factors. (5 marks)

[Total 15 marks]

QUESTION 4

Artifacts are the observable symbols and signs of an organisation's culture, such as the way visitors are greeted, the physical layout and how employees are rewarded.

- a) Briefly describe the **THREE** (3) levels of corporate culture. (6 marks)
- b) Discuss any **TWO** (2) artifacts of organisation's culture and provide an example each of artifacts used by an organisation. (9 marks)

[Total 15 marks]

QUESTION 5

The corporate setting has changed drastically in the last twenty years as technology has advanced and more people are starting their own businesses. Virtual teams can be a great solution for many businesses.

- a) Explain why virtual teams are becoming so common in the twenty first century. (12 marks)
- b) State **One** (1) advantage of a virtual team. (3 marks)

[Total 15 marks]

QUESTION 6

Change is a common thread that runs through all businesses regardless of size, industry and age. Our world is changing fast and organisations must change quickly, too. Organisations that handle change well thrive, whilst those that do not may struggle to survive.

- a) Explain Kurt Lewin's three-step description of the change process. (12 marks)
- b) State any **THREE** (3) reasons why peoples are resistance to change. (3 marks)

[Total 15 marks]

END OF QUESTION PAPER