



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 : September - December 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

Charles is the operations manager of a firm which operates as a canned food merchant and processor worldwide. His goal is to make Fun Fun Can a leader in the industry. He understands the importance of improving organizational productivity in achieving his goals. Charles is keen to improve organizational performance and effectiveness. Charles believes that the firm's productivity can be increased substantially from the current level. He wants to exert control to improve organizational performance and productivity.

As one of Charles' managerial practices, he always interacts directly with the employees in the work area to identify problem areas. As a type of direct supervision, he works with various departments to obtain a holistic idea of the business. Charles discovers major flaws in the packaging department. He consults the production manager and formulates control measures to improve packaging.

As past reports indicated, one of the major problem in the past few years is the problem of high wastage. Huge amount of produced goods went to waste due to reasons such as error in labelling, storage problems and etc. Charles wants to prevent problems before their occurrence and is actively seeking for a solution to this.

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

- a. Discuss the **THREE (3)** basic types of controls that can be used to control organisational performance. Provide relevant examples using an organisation of your choice.
(15 marks)
- b. Illustrate **THREE (3)** sources of formal power Charles can use to effectively manage the employees of the company.
(15 marks)
- c. Improvements proposed to improve the current productivity of the organisation may be resisted by some employees.
Discuss **FIVE (5)** methods Charles can use to promote the changes well.

(10 marks)

Total: 40 marks

Question Two

Sharon was the regional manager of a large cable television company. She faced many problems and decisions daily, such as how to price each market, whom to hire, what kind of technology to purchase, and how to handle the increasing customer complaints. She needed some help sorting these issues out.

When a customer calls and requests a refund for a partial month's usage of the cable service, the fact that such situations are routine and most likely have a standard response. Usually Sharon follows a procedure, a series of interrelated sequential steps for responding to a structured problem.

Different situations demand different decision-making processes. Sharon will also often find a problem that has no cut-and-dry solution. The problem is unique and is unlikely to occur again resulting in a problem is non-programmed in nature.

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

- a. Compare **TWO (2)** types of decisions that managers usually make.

(10 marks)

- b. Using relevant examples, illustrate **THREE (3)** decision making conditions Sharon might have to face when making decisions.

(15 marks)

- c. "When decision making is done using different styles and "rules of thumb" (heuristics), decision making biasness and error may occur."

Describe **FIVE (5)** types of decision making bias and error.

(15 marks)

Total: 40 Marks

END OF EXAM PAPER