

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 : September – December 2020
Lecturer/Examiner : Dr. Akram Al-Khaled
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 written in the Multiple Choice Answer Sheet provided.
PART B (80 marks) : Answer all FOUR (4) scenario-based questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorised 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.

PART B : SCENARIO-BASED QUESTIONS (80 MARKS)

INSTRUCTION(S) : Answer all **FOUR (4)** questions. Write your answers in the Answer Booklet(s) provided.

Question 1

The Boeing 737, a sort to medium-range twin-engine, narrow-body jet, first rolled off the assembly line in 1967. Here, almost half a century later, it's the best-selling jet airliner in the history of aviation. The 737 is Boeing's only narrow-body airliner in production, with the -600, -700, -800 and -900ER series currently being built. The re-engined and redesigned 737MAX is set for debut in 2017. As airlines replace their aging jet fleets. The burden is on Boeing to ramp up production to meet demand and to do so efficiently. As Boeing managers state, "How do you produce more aircraft without expanding the building?" Managing production of the multimillion dollar product-a 737-800 is sold for \$84.4 million-means "walking an increasingly fine line between generating cash and stoking an airplane glut." And Boeing is relying on this employee innovation teams to meet the challenge. Boeing has been using employee-generated ideas since the 1990s when its manufacturing facility in Renton, Washington, began adopting "lean" manufacturing techniques. Today, employee teams are leaving "few stones unturned". For instance, a member of one thought of solution to a problem of stray mental fasteners sometimes puncturing the tires as the airplane advanced down the assembly line. The solution? A canvas wheel cover that hugs the four main landing-gear tires. Another team figured out how to rearrange its work space to make four engines at a time instead of three. Another team of workers in the paint process revamped their work routines and cut 10 minutes to 15 minutes per worker off each job. It looks five years for another employee team to perfect a process for installing the plane's landing gear hydraulic tubes, but it eventually paid off.

These employee teams are made up of seven to ten workers with "varying backgrounds" –from mechanics to assembly workers to engineers-and tend to focus on a specific part of a jet, such as the landing gear or the passenger seats or the galleys. These teams may meet as once a week. What's the track record of these team? Today, it takes about 11 days for the final assembly of a 737 jet. That's down from 22 days about a decade ago. The near-term goal is to "whittle that number down to nine days."

Source: Adapted and modified from Robbins, SP, De Cenzo, D.A., and Coulter, M. (2017). Fundamentals of Management, 10th Edition, Pearson.

Required:

- a. Describe **THREE (3)** types of teams in which the employees appear to be.

(15 marks)

- b. Occasionally, it may take a long time for a team to attain the desired objectives. As a manager, propose how you would motivate your team to demonstrate greater commitment towards their organization objectives.

(15 marks)

- c. Describe any **FIVE (5)** appropriate roles that a team leader is required to play in this type of setting.

(10 marks)

(Total: 40 marks)

Question 2

Jennifer has just been promoted to the leader of the programming team of a high tech company where she has been working for the past 5 years. The company operates in a highly dynamic environment where jobs are not well defined as work is determined through customer based solutions. The program team has been working together for a few years, and Jennifer has a good relationship with the team. While Jennifer is now the leader of the team most of the programmers drive their own jobs so Jennifer does not have a lot of power to reward or punish her new team. Compare and contrast a task oriented leadership style and a relationship oriented style.

Source: Adapted and modified from Robbins, SP, De Cenzo, D.A., and Coulter, M. (2017). Fundamentals of Management, 10th Edition, Pearson.

Required:

Using Fiedler's Contingency Theory, discuss the most relevant leadership style that you would recommend to Jennifer. Justify your answer.

(10 marks)

Question 3

Corporate Social Responsibility (CSR) is an organization's obligation to consider the interests of their customers, employees, shareholders, communities, and the ecology and to consider the social and environmental consequences of their business activities. By integrating CSR into core business processes and stakeholder management, organizations can achieve the ultimate goal of creating both social value and corporate value. CSR is an evolving business practice that incorporates sustainable development into a company's business model. It has a positive impact on social, economic and environmental factors.

Source: Adapted and modified from <https://www.businessnewsdaily.com/4679-corporate-social-responsibility.html>.

Required:

Describe how the influence of organizational culture and personal values affect the practice of CSR in an organization. Provide a relevant example to support your answer.

(10 marks)

Question 4

MSC Cruises is the world's largest privately-owned cruise line and brand market leader in Europe and South America. The MSC Cruises' ships sail year-round in the Mediterranean and the Caribbean but there are seasonal itineraries in Northern Europe, the Atlantic Ocean, South Africa, China and the United Arab Emirates. The brand uses a Mediterranean elegance to create unique and unforgettable experiences for guests, combining discovery of culture and cuisines from around the world. MSC Cruises appreciates the beauty of the sea and translates it into a commitment to excellence in hospitality, professionalism, and a dedication to drive happiness and satisfaction for each and every guest. MSC Cruises was planning a large Naming Ceremony event to name its new ship MSC Seaside in Miami (USA), where the brand is still relatively unknown. The intent of the event was to drive awareness and engagement at local level, as well as increase awareness with the brand's usual consumers and target audiences. MSC Cruises had leveraged user-generated content in the past, but had never been able to showcase the collection of UGC in real time. MSC Cruises has always placed great importance in developing a relationship and dialogue with the wide community of holidaymakers and cruisers. The company, which grew by 800% since 2004, carried 2.4 million guests in 2018 and reported strong financial results with a turnover of nearly €2.7 billion. MSC Cruises is a Swiss-based European company with deep Mediterranean roots employing over 30,000 staff globally and selling cruise holidays in 69 countries around the world.

After 300 years at sea, MSC Cruises knows the treasures that lie off the beaten path. Our cruises are designed to enrich, delight and create unforgettable emotions. Our well-travelled crew members are ready to help you uncover the best-kept secrets of each new destination. We have a passion for the sea and a commitment to excellence in hospitality, mastering all the details that make each cruise a unique experience while respecting the sea and the environment. MSC Cruises believes that global leadership brings increased responsibility towards the physical and human environments in which a company operates. Its commitment to safeguarding the marine ecosystem, as well as protecting the health and safety of its staff and the travelers on board its fleet, has earned numerous awards and certifications. Having a history is a privilege. While others need to invent theirs, we have a true story to tell. It begins more than 300 years ago. Building on the experience and expertise gained over the centuries, this family of ship owners and captains went on to create MSC Cruises, now the largest privately owned cruise company in the world.

Source: Adapted and modified from <http://www.msccruises.co.za/zaen/About-MSC-Cruises/News/MS-Cruises-Partnership-WithAgencv-We-Are-Social.aspx>.

Required:

The control process involves careful collecting accurate information about a system, process, person, or group of people in order to make necessary decisions about each. As a manager at MSC cruises, describe **FOUR (4) steps** of setting up a control process to track the organizational performance.

(20 marks)

END OF EXAM PAPER