

FINAL
ALTERNATIVE ASSESSMENT

(COVER PAGE)

Session : August 2021

Programme : DIPLOMA IN BUSINESS MANAGEMENT PROGRAMME (DBM/DBMS)

Course : WBUS 1104 UNDERSTANDING BUSINESS ORGANIZATION

Date of Examination : 4th – 5th December 2021

Time : 8.00am - 08.00am Reading Time: Nil

Duration : 24Hours

Special Instructions :

This paper consists of **TWO (2) CASE SCENARIOS**. Answer **ALL** questions.

IMPORTANT NOTE : **THIS PAPER SHOULD NOT BE TAKEN OUT OF THE EXAMINATION HALL**

Materials permitted : Nil

Materials provided : Nil

Examiner (s) : Sethela June, Vasanthi Vijayavale, Cedric Choong Ee Chun, Kumaran Lechimi Kanthan

Moderator : Gilbert Raj Sundram

This paper consists of 7 printed pages, including the cover page

DIPLOMA IN BUSINESS MANAGEMENT PROGRAMME (DBM/DBMS)
WBUS1104 UNDERSTANDING BUSINESS ORGANIZATION
FINAL ALTERNATIVE ASSESSMENT: AUGUST 2021 SESSION

Instructions: This paper consists of **TWO (2) CASE SCENARIOS**. Answer **ALL** questions. **The total number of words for the entire assessment is not more than 1200 words. You will be penalized if you exceed the word limit.** You will be penalized if you exceed the word limit of more than 10%.

CASE SCENARIO 1 (50 marks)

Since becoming Sony's CEO, Marcus spent 10 days a month in Tokyo, 10 days a month at Sony's New York City office, and 10 days a month at home in London. The previous CEO picked Marcus because he felt an 'outsider' was needed to shake Sony out of its trouble. As head of Sony's U.S. operations, Marcus restored profitability by cutting US\$700 million in costs and laying off one-third of the employees. More importantly, though, he was able to get Sony's entertainment, electronics, and games units to work together.

Some of Sony's problems lie in its competitive corporate culture, which celebrates the success of maverick innovators who did what was needed, including going around their bosses, to bring new, innovative products to market. Consequently, working independently, not communicating, and not collaborating became the norm. That worked when Sony was a smaller and primarily Japanese company, but it no longer works given Sony's size and global scale (just 25 percent of Sony's revenues come from Japan). With over 1,000 products, one manager put it best when he said, 'Sony's gotten so big that things don't connect anymore.' One of Marcus's top executives explained the problem this way: 'I have 35 Sony devices at home. I have 35 battery chargers. That's all you need to know.' Other causes of the poor communication and collaboration included actively discouraging designers and engineers from listening to customers; the Walkman and PC groups—without consultation—simultaneously bringing new MP3 players to the market, and the head of Sony's videogames division going over his budget by hundreds of millions of dollars without telling the then CEO.

When problems occur in organisations, they are frequently attributed to a breakdown in communication. The communication process may get more than its share of the blame for some breakdowns that result from organisational or leadership problems. But there is some truth to the common perception that communication is problematic.

Case discussion questions

- a) Based on the above scenario, briefly explain any **FOUR (4)** sources of communication problems at Sony.
(12 marks)
- b) Marcus has approached you to understand the communication process. Using the help of a diagram, describe the **SEVEN (7)** elements of a communication process.
(18 marks)

- c) Explain with relevant examples, any **FIVE (5)** important reasons for developing effective communication in Sony. (20 marks)

CASE SCENARIO 2 (50 marks)

eBay has experienced significant change; a new plan in its organizational structure must be established. To become successful again the redesign in their organizational structure is urgent. With so many different companies under the eBay unit, it is imperative to slow down and rebuild from the significant number of losses they have been facing. By creating the organizational structure that will best fit the business needs of eBay, the business can make a complete 360 which will generate more profit while bringing in new and old consumers back to the site. Since 2008, eBay has encountered various changes in the external environment that have led to a decline in its financial performance and lower growth in its projected incomes from Marketplace activities. These changes include the great recession that influenced the ability to buy items on the auction market, lack of popularity in the online auction business strategy, increased competition from other companies like Amazon and Google, and pressure from investors to maintain profit levels.

Case discussion questions:

- a) Describe the term “organization structure”. (2 marks)
- b) One of the building blocks of an organisation is having a specialization.
- i) Describe using a relevant example, the concept of specialization. (5 marks)
- ii) Explain with relevant examples **FIVE (5)** benefits of specialization to eBay. (15 marks)
- c) One of the options of an organisation structure that can be considered by eBay is the functional structure. Explain with relevant examples **THREE (3)** advantages and **THREE (3)** disadvantages of using functional departmentalization. (18 marks)
- d) The third major building block of organizational structure which can be useful for eBay is the establishment of a decision-making hierarchy. Describe with relevant examples, the concept of centralization and decentralization. (10 marks)

~THE END~

RUBRIC FOR MARKING**CASE 1**

Criteria	Excellent	Very Good	Good	Satisfactory	Weak
a) FOUR (4) sources of communication Weight (12 %)	81.00 to 100.00 % Excellent and extensive explanation of FOUR (4) sources of communication. Provided excellent relevant justification and supported with examples	61.00 to 80.00 % Very Good explanation of FOUR (4) sources of communication. Provided very good relevant justification and supported with examples	41.00 to 60.00 % Good explanation of FOUR (4) sources of communication. Provided good relevant justification and supported with examples	21.00 to 40.00 % Satisfactory explanation of FOUR (4) sources of communication. Provided satisfactory relevant justification and supported with examples	0.00 to 20.00 % Weak explanation of FOUR (4) sources of communication. Provided Weak justification and supported with examples
b) SEVEN (7) elements of a communication process and a supported diagram. Weight (18%)	81.00 to 100.00 % Excellent and extensive explanation of SEVEN (7) elements of a communication process and a supported diagram. Provided excellent relevant justification and supported with examples	61.00 to 80.00 % Very Good explanation of SEVEN (7) elements of a communication process and a supported diagram. Provided very good relevant justification and supported with examples	41.00 to 60.00 % Good explanation of SEVEN (7) elements of a communication process and a supported diagram. Provided good relevant justification and supported with examples	21.00 to 40.00 % Satisfactory explanation of SEVEN (7) elements of a communication process and a supported diagram. Provided satisfactory relevant justification and supported with examples	0.00 to 20.00 % Weak explanation of SEVEN (7) elements of a communication process and a supported diagram.. Provided Weak justification and supported with examples

<p>c) FIVE (5) important reasons of developing effective communication.</p> <p>Weight (20%)</p>	<p>81.00 to 100.00 % Excellent and extensive explanation of FIVE (5) important reasons of developing effective communication. Provided excellent relevant justification and supported with examples</p>	<p>61.00 to 80.00 % Very Good and extensive explanation of FIVE (5) important reasons of developing effective communication. Provided very good relevant justification and supported with examples</p>	<p>41.00 to 60.00 % Good and extensive explanation of FIVE (5) important reasons of developing effective communication. Provided good relevant justification and supported with examples</p>	<p>21.00 to 40.00 % Satisfactory explanation of FIVE (5) important reasons of developing effective communication. Provided satisfactory relevant justification and supported with examples</p>	<p>0.00 to 20.00 % Weak explanation of FIVE (5) important reasons of developing effective communication. Weak justification and supported with examples</p>
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CASE 2 (RUBRIC FOR MARKINGS)

Criteria	Excellent	Very Good	Good	Satisfactory	Weak
a) Describe the term organization structure. Weight (2%)	81.00 to 100.00 % Excellent and extensive explanation of the definition of an organizational structure. Provided excellent relevant justification and supported with examples	61.00 to 80.00 % Very Good explanation of the definition of an organizational structure. Provided very good relevant justification and supported with examples	41.00 to 60.00 % Good explanation of the definition of an organizational structure. Provided good relevant justification and supported with examples	21.00 to 40.00 % Satisfactory explanation of the definition of an organizational structure. Provided satisfactory relevant justification and supported with examples	0.00 to 20.00 % Weak explanation of the definition of an organizational structure. Provided Weak justification and supported with examples
bi) concept of specialization Weight (5%)	81.00 to 100.00 % Excellent and extensive explanation of the concept of specialization. Provided excellent relevant justification and supported with examples	61.00 to 80.00 % Very Good explanation of the concept of specialization. Provided very good relevant justification and supported with examples	41.00 to 60.00 % Good explanation of the concept of specialization. Provided good relevant justification and supported with examples	21.00 to 40.00 % Satisfactory explanation of the concept of specialization. Provided satisfactory relevant justification and supported with examples	0.00 to 20.00 % Weak of the concept of specialization. Provided Weak justification and supported with examples
bii) FIVE (5) benefits of specialization Weight (15%)	81.00 to 100.00 % Excellent and extensive explanation of FIVE (5) benefits of specialization. Provided excellent relevant justification and supported with examples	61.00 to 80.00 % Very Good and extensive explanation of FIVE (5) benefits of specialization. Provided very good relevant justification and supported with examples	41.00 to 60.00 % Good and extensive explanation of FIVE (5) benefits of specialization. Provided good relevant justification and supported with examples	21.00 to 40.00 % Satisfactory explanation of FIVE (5) benefits of specialization. Provided satisfactory relevant justification and supported with examples	0.00 to 20.00 % Weak explanation of FIVE (5) benefits of specialization. Weak justification and supported with examples
c) THREE (3) advantages and THREE (3) disadvantages of	81.00 to 100.00 % Excellent and extensive explanation of	61.00 to 80.00 % Very Good explanation of THREE (3)	41.00 to 60.00 % Good explanation of THREE (3) advantages and	21.00 to 40.00 % Satisfactory explanation of THREE (3)	0.00 to 20.00 % Weak explanation of THREE (3)

<p>using functional departmentalisation</p> <p>Weight (18%)</p>	<p>THREE (3) advantages and THREE (3) disadvantages of using functional departmentalisation. Provided excellent relevant justification and supported with examples</p>	<p>advantages and THREE (3) disadvantages of using functional departmentalisation. Provided very good relevant justification and supported with examples</p>	<p>THREE (3) disadvantages of using functional departmentalisation. Provided good relevant justification and supported with examples</p>	<p>advantages and THREE (3) disadvantages of using functional departmentalisation. Provided satisfactory relevant justification and supported with examples</p>	<p>advantages and THREE (3) disadvantages of using functional departmentalisation. Provided Weak justification and supported with examples</p>
<p>d) Concept of centralization and decentralization</p> <p>Weight (10%)</p>	<p>81.00 to 100.00 % Excellent and extensive explanation of the concept of centralization and decentralization. Provided excellent relevant justification and supported with examples</p>	<p>61.00 to 80.00 % Very Good explanation of the concept of centralization and decentralization. Provided very good relevant justification and supported with examples</p>	<p>41.00 to 60.00 % Good explanation of the concept of centralization and decentralization. Provided good relevant justification and supported with examples</p>	<p>21.00 to 40.00 % Satisfactory explanation of the concept of centralization and decentralization. Provided satisfactory relevant justification and supported with examples</p>	<p>0.00 to 20.00 % Weak explanation of the concept of centralization and decentralization. Provided Weak justification and supported with examples</p>