

FINAL

ALTERNATIVE ASSESSMENT

(COVER PAGE)

Session : August 2021

Programme : Diploma In Business Management (DBM/DBMS)

Course : WMGT1108 : Principles of Management

Date of Examination :

Time Start : December 12, 2021 (Sunday) @ 8:00 am

Time End : December 13, 2021 (Monday) @ 8:00 am

Duration : 24 Hours

Special Instructions :

This paper consists of ONE (1) SECTION. Answer ALL THREE (3) questions.

Material permitted : NIL

Materials provided : NIL

Examiner(s) : Atirah Kamaruddin and Lim Ghee Hean

Chief Moderator : Claudine Shalani Kenel

This paper consists of 5 printed pages, including the cover page

DIPLOMA IN BUSINESS MANAGEMENT (DBM/DBMS)
WMGT1108: PRINCIPLES OF MANAGEMENT
 FINAL ALTERNATIVE ASSESSMENT: AUGUST 2021 SESSION

Instructions:

This paper consists of **ONE (1) SECTION**. Answer **ALL THREE (3)** questions. Strictly do not copy and paste the case study and instructions in your answer sheet, label the questions you answered instead, eg Question 1, Question 2, and Question 3. You will be given **24 HOURS** to complete and submit your answer to Blackboard in PDF format.

The acceptable SafeAssign similarity percentage is 0-25%. From 26%-50%, your total marks will be deducted by 20%. Above 50% your marks will be deducted by 50%. Please do write your answers using your own word, copy paste directly from websites/ other sources will affect your Safe Assign similarity percentage. This assignment should be prepared individually.

Question 1

Rainbow Hotel is a well-known hotel in West Malaysia. The hotel has gone through significant changes during the pandemic. Brian is the new Training Manager and reports to Mr. Ramesh the Director of Human Resources. Brian notices the working environment is quite hostile. He has seen Mr. Ramesh reprimand employees in front of others during meeting and team discussion; shouting and at times use vulgar words. They feel not recognized and respected. When he calls for meeting or any discussion, the staff do not show any interest to attend and those, who attend does not participate in the discussion. Brian noticed that the operational staff work performance is deteriorating over time and they are not happy.

Further to this, Brian's technical knowledge is in a learning stage. His issue is whenever he approach Mr. Ramesh to seek for advice in training issues for examples, he usually brush him off by saying he has no time, arrange other days for consultation and when the day comes up he gives other excuses or he is answering by not really answering the questions. He suspects that maybe Mr. Ramesh does not update his knowledge in change with time. Thus, Brian is expected to deal with any issues by himself. But Mr. Ramesh does provide Brian with relevant support to handle any issues from management perspective and allocate the required resources for him to find solution for related problem.

- (a) Middle managers and first line managers requires different set of skills. Based on the scenario above, discuss the differences set of skills needed by Mr. Ramesh and Brian. **(Suggested no of words: 100-150 words)** (10 marks)
- (b) Elaborate the **FOUR (4)** management functions to Mr. Ramesh's role with relevant examples for each of the management function. **(Suggested no of words: 200 - 250 words)** (20 marks)

- (c) Describe **FIVE (5)** impacts this working environment can have on the staff work performance. **(Suggested no of words: 50 words)**
(5 marks)
- (d) Explain **FIVE (5)** importance of communication skills at workplace relating to the scenario. **(Suggested no of words: 50 - 100 words)**
(5 marks)
- (Total: 40 marks)**

Question 2

Syahira open an organic food shop to cater to health conscious group in Petaling Jaya area. She has six staff employed. To encourage productivity, she divided the job into smaller tasks and relevant training is provided. The sales person is allowed to give up 10% discount, whereas the decision to give any further discount rest with Syahira as the final authority. In the beginning of the business, three of her employees are required to do extra hours. In return, the staff are given special incentive within a year. Syahira believes in rewarding her employees to motivate them to perform better. She often provides her staff team lunch, celebrates birthdays, send staff for skill development training to ensure there are equipped and able to carry their roles well. Syahira practices to delegate relevant task and grants relevant authority to ensure the employees are accountable and responsible to handle their day-to-day job.

- (a) Based on the scenario above, advice Syahira on the actions that should be taken to ensure successful delegation. **(Suggested no of words: 50 - 100 words)**
(8 marks)
- (b) Based on the scenario above, suggest and elaborate on **THREE (3)** reward system for Syahira to motivate the employees. **(Suggested no of words:100 – 120 words)**
(12 marks)
- (c) Based on the scenario above, should Syahira use centralized or decentralized decision-making? Justify your answer. **(Suggested no of words:100 – 150 words)**
(10 marks)
- (Total: 30 marks)**

Question 3

Jayden Lee is the third generation of the family that manages the family business; textile and clothing shop. His siblings are helping him with the business as well. The business has grown from a tiny shop lot to a big business. However, due to the current situation, the business is not generating enough money. All the staff are long serving staff and have a close relationship. This is because since the beginning, the business believes in empowering the employees; delegation of task, and relevant authority to encourage participation in day-to-day tasks, as well as involves in decision-making.

Jacob, Jayden's brother suggested to restructure the company to save cost. He suggested retrenching a few employees and cutting the salary of some until they are able to improve the financial ability of the company. Jacob is of the opinion that there are too many grounds level staff who are doing the same work over and over again. There needs to be work rotation, and employees need to be trained to multi-task in various different roles. This mechanism creates enhanced work knowledge, coordination and also provide additional learning and challenges for the employees although some employees might find change of role challenging and not ready, this measure will improve the business operations in due time. Jayden understand the reasoning behind Jacob's idea. But he is concern with the wellbeing of the staff if they were to be retrench. He would like to explore the opportunities to expand the business so no staff will be retrench. He is looking at to vary the company products. Currently the company are focusing on trendy fashion items. During the pandemic he sees opportunities to sell home products like bed sheets, pillow cases, curtain as the trends to decorate home are on the rise as people are working from home. Jacob agrees with the ideas. Jacob also suggested to sell the company products online as the situation demands it as advised by the government.

Once all of them made the way forward decision for the business, Jayden called for a company meeting and conveyed their decision to all the staff. He also mentioned that there will be internal restructuring done for the organization and work allocation, re-designation for certain role will take place, there will be work rotation, the printing service will be operating with new working hours and many of the staff will be put on shift rotation to cater for the new work mode and the company will be operating 7 days a week. Some of the staff will be re-designated for delivery roles as well. Following the changes, the staff will be given relevant shift allowance, claims for travelling and other remuneration according to their new roles. With the new change coming in, some of his employees are also not happy with the proposed changes which is due to come.

In content of the above case scenario:

- (a) Elaborate **TWO (2)** behavior of a leader that Jayden portray in the organization according to the scenario. **(Suggested no of words: 50 - 100 words)**
(6 marks)
- (b) Jayden predicted there will be resistance to change since some of the employees are unhappy with the changes. Based on the scenario, identify **FOUR (4)** elements that may cause employees to resist change. **(Suggested no of words: 10 - 50 words)**
(4 marks)

- (c) Suggest **FOUR (4)** strategies for Jayden to manage the resistance to change. (**Suggested no of words: 200 – 250 words**)

(20 marks)

(Total: 30 marks)

~THE END~

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