

**FINAL  
ALTERNATIVE ASSESSMENT**

(COVER PAGE)

Session	:	<u>April 2021</u>
Programme	:	<u>Diploma in Business (DIB) Diploma in Finance (DFIN) Diploma in E-Commerce (DEC) Diploma in Entrepreneurship (DENT) Diploma in Information Technology (DITN) Diploma in Information and Communication Technology (DICTN)</u>
Course	:	<u>MGT1103: Fundamentals of Management</u>
Date of Examination	:	<u>24 July 2021 (Saturday)</u>
Time Start	:	<u>24 July 2021 (Saturday) @ 12.00 noon</u>
Time End	:	<u>25 July 2021 (Sunday) @ 12.00 noon</u>
Duration	:	<u>24 Hours</u>
<b>Special Instructions</b>	:	
<u>This paper consists of <b>FOUR (4)</b> case study. Answer <b>ALL</b> questions.</u>		
Material permitted	:	<u>Nil</u>
Materials provided	:	<u>Nil</u>
Examiner(s)	:	<u>Ng Huey Miin, Christina Rathy, Vasanthakumar, Vun Fui Liam and Farah Zeehan</u>
Chief Moderator	:	<u>Claudine Shalini</u>

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

<b>Semester</b>	APR 2021	<b>Module Code</b>	<b>MGT1103</b>
<b>Module Title</b>	<b>Fundamentals of Management</b>		
<b>Coursework Structure</b>	Take Home Assignment	<b>Assignment Weighting</b>	40%
<b>Assignment Title</b>	Essay		
<b>Coursework Submission Deadline</b>	Date: 24 <sup>th</sup> July 2021 Time: <b>(24hours)</b> Method: Safe Assign via Blackboard		

<b>Assessment Criteria</b>
<b>Learning Outcomes: Knowledge and Understanding tested in this assignment:</b>
<ul style="list-style-type: none"> <li>• Explain the management principles, organization structures and various functions of management and their processes.</li> <li>• Explain various leadership styles, theories of motivation and control process in a business setting.</li> <li>• Comply the application of management concepts in a business setting.</li> <li>• Demonstrate the communication process and conflicts in an organisation.</li> </ul>

<b>Instructions for students please read and follow</b>
<b>If anyone found to not adhere to this instructions will be penalized</b>
<ol style="list-style-type: none"> <li>1. You have exactly <b>24 hours to solve the exam</b>. The exam starts now – <b>12pm (24/7/2021) and ends at 12pm (25/7/2021)</b>. Your answer should be <b>uploaded to the final exam assessment safe assign folder by 12 pm (25/7/2021)</b></li> <li>2. <b>ABSOLUTELY NO EXTENSIONS</b>. Late submission will be will be subjected to a <b>marks deduction of 50%</b>.</li> <li>3. The exam <b>MUST</b> be taken completely alone. Any discussion among classmates or other students in the course or senior course mates who have completed this course is forbidden.</li> <li>4. You may NOT consult any external resources. This means NO Internet searches, materials from other classes or books or any notes you have taken in other classes etc. You MAY NOT use Google or any other search engines for any reason. You MAY NOT use any shared Google documents.</li> <li>5. Any source taken from books, notes etc HAS TO BE CITED with referencing, DO NOT COPY AND PASTE but write in your own understanding and paraphrase.</li> <li>6. <b>PARAPHRASING TOOLS are NOT ALLOWED</b>, any answers detected using PARAPHRASING TOOL will be automatically awarded 0 marks.</li> </ol>

7. Answer Format

- Your answers **MUST BE TYPED using Microsoft Words**. Your answers should be arranged in sequence (starting with Q1a,Q1b, Q2, etc.) and labelled properly.
- Your answer should adopt the format of an academic piece of report work. Write in fluent, formal English.
- You are required to produce your answers within the required word counts as stated at every question.

8. Additional requirement to the overall answer presentation

- a. Student ID Number on each page (Header).
- b. Page number on each page (Footer)
- c. Font type: Arial
- d. Font size: 12
- e. Line spacing: 1.5

9. SafeAssign

- a. You are required and given **ONE (1)** attempt to submit your work to SafeAssign via Blackboard. The similarity should not exceed **25%**.
- b. Should the similarity exceeded 25%, penalty will be imposed as per below measurement:
  - 0%-25% -- no penalty
  - 26%-50% --30% deduction from total grading
  - 51%-80% -- 50% deduction from total grading
- c. **PLEASE TAKE NOTE: Only Microsoft Word Document File Format is ACCEPTED.** Any other FORMAT UPLOADED WILL NOT BE MARKED!

10. Marking is based on **QUALITY** of your answers the more **UNIQUE/CREATIVE/ORIGINAL** your answer is the **BETTER YOU SCORE!**

11. **NO REQUEST** of help or a second chance **will be entertained** IF PLAGIARISM RATE is MORE THAN 25%. Automatically marks WILL BE DEDUCTED.

DIPLOMA IN BUSINESS PROGRAMME (DIB)  
DIPLOMA IN INFORMATION TECHNOLOGY PROGRAMME (DITN)  
DIPLOMA IN FINANCE PROGRAMME (DFIN)  
DIPLOMA IN E-COMMERCE PROGRAMME (DEC)  
DIPLOMA IN ENTREPRENEURSHIP PROGRAMME (DENT)  
MGT1103: FUNDAMENTALS OF MANAGEMENT  
FINAL ALTERNATIVE ASSESSMENT: APRIL 2021 SESSION

**Case Study Scenario 1**

Medicon Medical Supply (MMC) is a company that supplies medical equipment and other pharmaceutical products. MMC has a wide range of products from hospital sick bed, wheel chairs, to other miscellaneous items such as thermometer, surgical masks, gloves, etc. The main customers of MMC are mainly hospitals and clinics. Nevertheless, MMC also has a retail store to serve the local community.

The CEO of MMC, Joseph, is very passionate in his business. He works very hard to ensure that his businesses grow and the customers are well taken care of. Joseph knows very well that he has a strong team of Sales Representatives. These Sales Teams are the main contributors in the growth of his business. As such, Joseph has some plans in mind. He wants to reward his Sales Teams generously.

Joseph went on to do some improvement in the Sales Department. Firstly, Joseph did a small renovation to the pantry of the Sales Department. He changed the refrigerator and stocked up various types of nutritional drinks for his Sales Teams. Furthermore, Joseph also allocated a small area in the department for his Sales Teams to relax after they completed their sales activities outside. Joseph purchased two massage chairs for his team. Apart from these benefits, Joseph also rewarded his Sales Team with generous commissions and year-end bonuses. Two Sales Executives in his Sales Team, David and Daniel were promoted to Sales Unit Leader's because they obtained the sales target and it exceeded the pre-set target. After the promotion, David and Daniel have added responsibilities. Two Junior Sales Officers are assigned to David and Daniel respectively. David and Daniel need to coach these junior staff.

### Question 1

(a) Based on the Two-Factor Theory by Herzberg, discuss **THREE (3)** items of Hygiene Factor and **TWO (2)** items of Motivator applied by Joseph in his company.

**Your answer should not be more than 400 words.**

(15 marks)

(b) Based on the Maslow Hierarchy of Needs, advise Joseph how may he apply this theory to motivate his Sales Team. **Your answer should not be more than 300 words.**

(10 marks)

(Total = 25 marks)

### Case Study Scenario 2

You are the manager for the Sales team in ABC company. Your organization manufactures agricultural equipment and handles more than 5000 employees from six different countries. In your team, you have to manage multiracial team members with different background and ethnicity. Recently, you have found out that a lot of manufacturing defects took place in the production line and a lot of customers were unhappy and they provide their feedback about it to your team. This situation had made your sales drop and effected your company's reputation. You are now in a dilemma as your Director is upset with the whole situation despite you had explained and communicated the matter with your team member and with the production line manager but the matter was not resolved. The situation in the department between the sales team and production team has gone bad as they were blaming each other for the situation, and dispute occurred between the team. As the manager you are now reflecting on the whole scenario and getting ready to explain the followings to the team.

### Question 2

(a) Based on the scenario above, discuss any **FIVE (5)** types communication barriers. In your explanation to them, you are required to support relevant examples so that the barriers are clear to them.

**Your answer should not be more than 300 words.**

(10 marks)

- (b) You are required to illustrate and explain the **FIVE (5)** conflict resolution styles to your Director of the department. In your discussion with them, you are required to provide examples related to the scenario above.

**Your answer should not be more than 400 words.**

(15 marks)

(Total = 25 marks)

### **Case Study Scenario 3**

Kevin Ho is the type of manager who has one set way of doing a job, and expects everybody to do it his way. He has worked in the steel plant for 25 years first as an apprentice, then as a skilled steel ladle operator and then progressing to works as supervisor. His latest promotion, however, was unexpected, especially by his workmates. Although he was very reliable and had never taken a day off work, his colleagues questioned whether he was the right man for the new position. He is now the manager of the blast-furnace operation in charge of 30 men and \$10 million worth of equipment. He knows that he has a great deal of responsibility. He wants the plant to work efficiently and he believes that this means doing things his way. He deals with the workers in the same way as he was managed in the past given clear instructions and not to think for himself but to do as he was told. This had worked best when he was young and he believes that the young workers coming into the plant should operate in the same way.

Many things have changed since Kevin was an apprentice. There is now virtually no manual work involved. The equipment is now computer-operated and controllers need to be well-educated and with their brains not their hands. All of the heavy work is now automated. Workers operate a flexible shift system and could be asked to do any of the ten different jobs that the steel-making process involves. They are, therefore, adaptable and multi-skilled and are used to solving problems themselves so Kevin's style of leadership has taken them by surprise and they do not approve of.

### **Question 3**

- (a) Based on the scenario above, explain **ONE (1)** leadership style applied by Kevin. **Your answers should not be more than 150 words.**

(5 marks)

- (b) Using the Leadership model by Blake and Mouton, identify and explain **ONE (1)** leadership Grid of Kevin. **Your answers should not be more than 150 words.**

(5 marks)

- (c) Based on Fiedler's Contingency Model, advice Kevin on the correct application of the **THREE (3)** variables in order for his leadership style to be acceptable by employees. **Your answers should not be more than 400 words.**

(15 marks)  
(Total = 25 marks)

#### **Case Study Scenario 4**

Kelly was recently promoted to be a Manager. She joined Jones Co. Ltd 5 years ago. Jones Co. Ltd. is one of the most renowned company in the logistics industry. She is now the manager, in charge of various shipments from Malaysia to Germany and vice versa. Due to her recent promotion, Kelly's immediate superior, Mike, assigned two teams for her to manage. One team is in Penang, Malaysia; while another team in Brussels, Germany.

Before Kelly took over the teams, she did a little investigation on both teams. It seems that both teams in Penang and Brussels were formed just after she was promoted. Kelly has great concern because she is just a junior manager, and need to deal with these two new team structure. She was trying her best to understand the individuals in these teams.

Kelly's immediate superior Mike just briefed Kelly that her teams will be receiving another huge project from a new customer. This new customers is from Kuala Lumpur, Malaysia. In the near future, more shipments of these customers' products from Kuala Lumpur to various cities in Germany.

#### **Question 4**

- (a) In order to assist Kelly to better manage these two groups, describe **FIVE (5)** stages of team development to her. In your descriptions, provide suitable examples that may happen in each of the stage. **Your answers should not be more than 400 words.**

(15 marks)

- (b) Discuss **THREE (3)** types of controlling to be applied by Kelly in managing the teams. **Your answers should not be more than 300 words.**

(10 marks)

**~THE END~**