CONFIDENTIAL

UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL

FINAL EXAMINATION
OCTOBER 2024 SEMESTER

COURSE CODE	:	EAB11103
COURSE NAME	:	MANAGEMENT
PROGRAMME NAME	:	BACHELOR IN ACCOUNTING (HONS)
DATE	:	12 FEBRUARY 2025
TIME	:	9.00 AM – 12.00 PM
DURATION	:	3 HOURS

INSTRUCTIONS TO CANDIDATES

1. **Please CAREFULLY read the instructions given in the question paper.**
2. **This question paper has information printed on both sides of the paper.**
3. This question paper consists of **TWO (2) Sections; Section A and Section B**.
4. Answer **ALL** questions in **Section A and Section B**.
5. Please write your answers on the answer booklet provided.
6. All questions must be answered in **English** (any other language is not allowed).
7. **This question paper must not be removed from the examination hall.**

THERE ARE SIX (6) PAGES OF QUESTIONS, INCLUDING THIS PAGE.

SECTION A (Total: 40 marks)

INSTRUCTION: Answer ALL questions.
Please use the answer booklet provided.

Question 1

A scholar named Herzberg examined when people felt exceptionally good (satisfied) or bad (dissatisfied) about their jobs. His findings concluded that the replies people gave when they felt good about their jobs were significantly different from the replies they gave when they felt badly. Certain characteristics were consistently related to job satisfaction and others to job dissatisfaction.

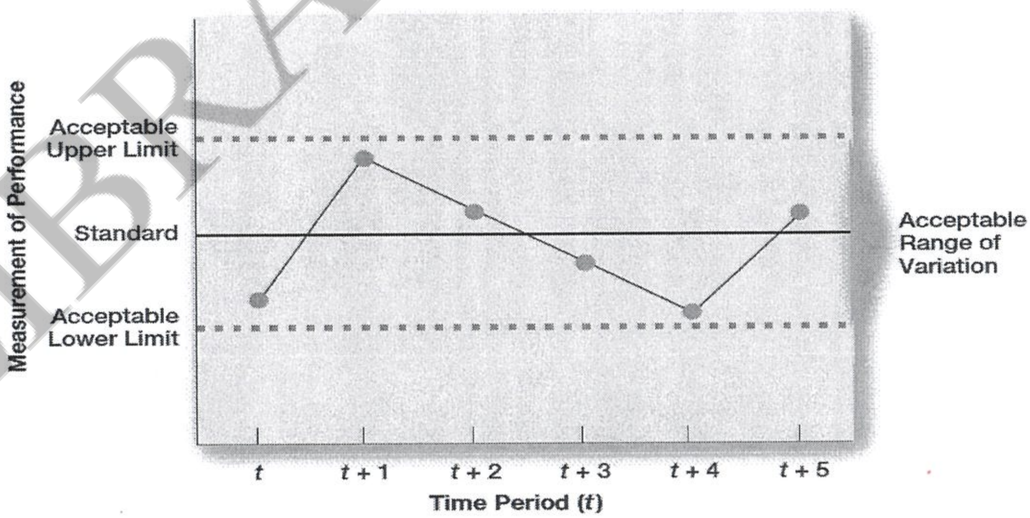
(a) Define Two-Factor Theory and describe what are the **TWO (2)** factors contributing to this theory.

(6 marks)

(b) Provide **TWO (2)** examples of these two factors according to Herzberg

(4 marks)

Question 2



Explain the illustration above in accordance to the control process

(10 marks)

Question 3

Strategies are the plans for how the organization will do what it's in business to do, how it will compete successfully, and how it will attract and satisfy its customers in order to achieve its goals. Strategic management is what managers do to develop the organization's strategies.

Define the first **FIVE (5)** steps of the strategic management process.

(10 marks)

Question 4

The goals of Organizational Behaviours are to explain why employees engage in some behaviors, predict how employees will respond to various actions and decisions, and influence how employees behave to improve the behavior.

Describe **FIVE (5)** important employee behaviors which managers are specifically concerned with explaining, predicting, and influencing them.

(10 marks)

SECTION B (Total: 60 marks)

INSTRUCTION: Answer ALL questions.
Please use the answer booklet provided.

Question 5

CASE STUDY 1: ETHICAL OR UNETHICAL?

An event management company held a meeting with an important client. Rosli is a new member of the team. At the end of the meeting, both parties came to the best solution to handle a mega new year event which will be a beneficial to both parties in terms of profit, reputation and the future projects to come.

Before leaving, all individual involved in the meeting shook hands with each other except for Rosli who just smile to the clients and leave the room. The team leader noticed this and before he called for a meeting to discussed on this issue with the management teams, he met Rosli to find out why he did not shake hands with the clients after the end of the meeting.

Rosli said that he did not shake hands with the clients because all of the individuals consists of womed and it is *haram* (prohibited) to touch other women except for those who are not allowed in Islam to marry him (*muhrim*).

(a) Describe a stage of moral development should Rosli had if the management team were to accept his excuse?

(10 Marks)

(b) Describe what is “Greatness of Harm” and “Probability of Harm”? Using these two characteristics, provide an example each on how Rosli could reduce the intensity of the issue even though he did not shake hands with the clients.

(12 Marks)

(c) Besides “Issue Intensity”, another moderating factor which determine whether certain behaviours are ethical or non-ethical is “Structural Variables”. Describe the **TWO (2)** structural variables which influence the ethical behaviour.

(8 Marks)

Question 6

CASE STUDY 2: NISSAN, HONDA, AND MITSUBISHI MOTORS SIGN MOU ON COLLABORATIVE CONSIDERATIONS

Nissan Motor Co., Ltd. ("Nissan"), Honda Motor Co., Ltd. ("Honda"), and Mitsubishi Motors Corporation ("Mitsubishi Motors") have signed a memorandum of understanding (MOU) to explore the possibility of Mitsubishi Motors' participation, involvement, and synergy sharing in relation to the business integration through the establishment of a joint holding company outlined in an MOU signed between Nissan and Honda.

Nissan, Honda, and Mitsubishi Motors have reached a basic agreement to proceed with discussions based on the framework established in the MOU signed by Nissan and Honda on August 1 regarding the commencement of a strategic partnership focused on intelligence and electrification. Mitsubishi Motors has been participating in this framework, and the three companies have been proceeding with discussions.

Following the agreement between Nissan and Honda to start consideration toward a business integration through the establishment of a joint holding company amid the dramatic changes in the environment surrounding both companies and the automotive industry, the three companies have agreed to explore the possibility of achieving synergies at an increased level through Mitsubishi Motors' participation or involvement in the business integration. Mitsubishi Motors aims to reach its conclusion by the end of January 2025 on the participation or involvement in the business integration between Nissan and Honda.

Marking the announcement, Nissan Director, President, CEO and Representative Executive Officer Makoto Uchida said: "Honda and Nissan have begun considering a business integration, and will study the creation of significant synergies between the two companies in a wide range of fields. It is significant that Nissan's partner, Mitsubishi Motors, is also involved in these discussions. We anticipate that if this integration comes to fruition, we will be able to deliver even greater value to a wider customer base. "

Honda Director and Representative Executive Officer Toshihiro Mibe said: "At this time of change in the automobile industry, which is said to occur once every 100 years, we hope that Mitsubishi Motors' participation in the business integration discussions of Nissan and Honda will lead to further social change, and that we will be able to become a leading company in creating new value in mobility through business integration. Nissan and Honda will start the discussion from today onwards with an aim to clarify the possibility of business integration by around the end of January in line with the consideration of Mitsubishi Motors."

Comment from Mitsubishi Motors Director, Representative Executive Officer, and President and CEO Takao Kato said: "In an era of change in the automotive industry, the study between Nissan and Honda about a business integration will accelerate synergy maximization effects, bringing high value also to the collaborative businesses with Mitsubishi Motors. In order to realize synergies and to make the best use of each company's strengths, we will also study the best form of cooperation."

Source: https://global.honda/en/newsroom/news/2024/c241223ceng.html (23rd December 2024)

(a) Describe **FOUR (4)** types of changes that Nissan, Honda and Mitsubishi need is the merger were materialized. Provide an example for each answer.

(20 Marks)

(b) Toshihiro Mibe: "At this time of change in the automobile industry, which is said to occur once every 100 years, we hope that Mitsubishi Motors' participation in the business integration discussions of Nissan and Honda will lead to further social change, and that we will be able to become a leading company in creating new value in mobility through business integration."

In terms of the members of the three organizations, name **TWO (2)** development techniques with examples, that focus on people and the nature as well as the quality of interpersonal work relationships

(10 Marks)

END OF EXAMINATION PAPER