



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
MARCH 2025 SEMESTER**

COURSE CODE : EAB11403
COURSE NAME : PRINCIPLES OF MANAGEMENT
PROGRAMME NAME : BACHELOR IN ACCOUNTING (HONS)
DATE : 28 JUNE 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 **THREE (3) questions ONLY** for **Section B.**
5. Please write your answers on the OMR answer sheet and 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, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

Despite the benefits that workforce diversity brings to organizations, managers still face challenges in creating accommodating and safe work environments for diverse employees. What are the **FIVE (5)** challenges in managing diversity.

(10 marks)

Question 2

The decision-making process is a core function that ties directly into the four primary management functions which are planning, organizing, leading, and controlling. Describe the **EIGHT (8)** steps in the decision-making process.

(10 marks)

Question 3

Henry Mintzberg, a management researcher, recognizes **three (3)** Managerial Roles. Define the three (3) managerial roles and describe what are the **ten (10)** types of roles that falls under these managerial roles.

(10 marks)

Question 4

Describe **FIVE (5)** external factors and forces that affect the organization's performance. Provide one example for each answer.

(10 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

Presumably managers will use rational decision-making in which they will make logical and consistent choices to maximize value. Managers have all sorts of tools and techniques to help them be rational decision makers.

Describe **FIVE (5)** ways with an example for each answer on how does a manager be a "rational" decision maker?

(20 marks)

Question 2

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.

(10 marks)

Question 3

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)

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)

Question 4**CASE STUDY: EcoWheels – Going Green On The Go**

EcoWheels is a fast-growing startup that provides electric scooter and bike rentals in major urban areas. Known for its eco-friendly mission, app-based rental system, and affordable pricing, the company has captured the attention of city commuters looking for greener alternatives to cars and public transit.

After two years of successful operations in City A and City B, the leadership team plans to expand to five more cities in the next 12 months. This move could significantly boost their revenue and brand presence—but it comes with major challenges.

Current Challenges:

Inconsistent operations across current locations due to unclear processes.

Regulatory differences in each target city (e.g., helmet laws, speed limits, parking rules).

Low employee morale stemming from increased workload and lack of communication.

Rising customer complaints about technical issues, especially billing errors and GPS failures in the app.

Poor interdepartmental communication, especially between tech, logistics, and customer service teams.

A strong desire to preserve their eco-conscious brand and start building a company culture that supports long-term innovation and sustainability.

The CEO has hired one management consultant to guide them through this transition using the POLC framework—Planning, Organizing, Leading, and Controlling—while also addressing their sustainability and technology needs.

- (a) What strategic steps should EcoWheels take to prepare for expansion into five new cities? How can they align their growth plans with their environmental mission?

(5 marks)

- (b) How should EcoWheels structure its teams and workflows to improve efficiency across different city locations? What changes might be needed in staffing, technology, or logistics?

(5 marks)

- (c) What leadership strategies should the CEO and managers use to boost employee morale, improve communication, and motivate staff during this period of growth?

(5 marks)

- (d) How can EcoWheels use technology (such as their mobile app or internal systems) more effectively to solve current problems and create a better customer experience?

(5 marks)

END OF EXAMINATION PAPER