



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
MARCH 2025 SEMESTER**

COURSE CODE	: EAB11103
COURSE NAME	: 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 from **Section A** and **choose ANY THREE (3)** from **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 FOUR (4) PAGES OF QUESTIONS, INCLUDING THIS PAGE.

SECTION A (Total: 40 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**

A number of environmental forces constrain human resource management activities. What are TWO (2) external factors that affect the Human Resource Management process? Provide examples for each factor.

(10 Marks)

Question 2

“Employee theft is any unauthorized taking of company property by employees for their personal use”. Define what is controlling and how managers can control this issue before, during or after it happened.

(10 Marks)

Question 3

One way to overcome communication barriers is listening for full meaning without making premature judgments or interpretations. List FIVE (5) specific behaviours with examples demonstrating the behaviour of an active listener.

(10 Marks)

Question 4

Appropriate organizational structure depends upon four contingency variables. Discuss these FOUR (4) contingency variables that influence organizational design.

(10 Marks)

SECTION B (Total: 60 marks)**INSTRUCTION: Answer THREE (3) questions ONLY.****Please use the answer booklet provided.****Question 5****CASE STUDY :**

My daughter is registered to a special school since she was diagnosed with Attention Deficit Hyperactivity Disorder (ADHD), one of the spectrums of Autism. An issue arised when the school opens at 830am and the lunch hour is at 12.00pm, while my new office hours start at 8am and the lunch our is at 1pm. I am planning to inform my boss of this issue within the first week of my duty.

On the second week into my new role, I was faced with a dilemma. It was my daughter's first birthday celebration in her new school. I had to drop her birthday cake at school and be there for a quick celebration before heading for work. It would be just a 15-minute stopover, but that meant I would be around half an hour to one hour late to work due to the travelling spell from office to school.

I am reporting directly to the Head of a Division. I had only met him once or twice a week as he was frequently abroad on work trips. I do not even inform him yet about the situation of my daughter's school time-table. I didn't know what to do. Should I skip her first birthday celebration at school or should I request permission to drop by her school for a while?

Well, motherly love got the better of me and I pursued the latter. Since my boss was travelling at that time, I texted him requesting his permission to clock in half an hour later and apologised for the inconvenience caused. This is the reply I got: "Sure. No worries and never be sorry for doing the right thing for your child".

I was pleasantly surprised by the quick response (I thought my request may be declined), and it was his reply that struck a chord with me.

What made this experience more memorable was that when I texted him two days later on work updates, he responded and ended his message with an enquiry on how my daughter's celebration

went. It encourages me more to come clean and inform about the issues I have with the school time table once he return to office from his work trips

To maximize motivation among today's workforce, managers need to think in terms of flexibility. Convenient and flexible work hours, and good interpersonal relations are more important to women. Describe FOUR (4) flexibility time arrangements in order maximize motivation among today's workforce. Provide an example for each answer.

(20 Marks)

Question 6

The control process is a three-step process of measuring actual performance, comparing actual performance against a standard, and taking managerial action to correct deviations or to address inadequate standards. In the first process, a manager must first get information through few sources of information for measuring performance

Explain the advantage and the disadvantage of TWO (2) methods used by managers to measure and report actual performance

(20 Marks)

Question 7

Behavioral theories: leadership theories that identify behaviors that differentiate effective leaders from ineffective leaders. Name FOUR (4) studies of Behavioral Theories of Leadership, its behavioural dimensions and the conclusions of these studies.

(20 Marks)

Question 8

Benchmarking is the search for the best practices among competitors or non-competitors that lead to their superior performance. Sometimes those best practices can be found inside the organization and just need to be shared between different departments or groups.

Provide FIVE (5) provides some suggestions with examples for internal benchmarking.

(20 Marks)

END OF EXAMINATION PAPER