



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
JULY 2025 SEMESTER**

COURSE CODE : EAB11103
COURSE NAME : MANAGEMENT
PROGRAMME NAME : BACHELOR IN ACCOUNTING (HONS)
(FOR MPU: PROGRAMME LEVEL)
DATE : 20 SEPTEMBER 2025
TIME : 2:00 PM – 5:00 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** sections.
4. Answer **ALL** questions from **Section A**.
5. **Section B** consists of **FOUR** questions. Answer **THREE (3)** questions only.
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

Managers are engaged in organizational design, a process that involves decisions about six key elements when they create or change the structure. **Present** FIVE (5) key elements of organizational design.

(10 marks)

Question 2

Managers are engaged in organizational design, a process that involves decisions about six key elements when they create or change the structure. **Present** FIVE (5) key elements of organizational design.

(10 marks)

Question 3

One way to overcome communication barriers is listening for full meaning without making premature judgments or interpretations. **Illustrate** FIVE (5) specific behaviours with examples demonstrating the above-mentioned behaviours

(10 marks)

Question 4

One way to overcome communication barriers is listening for full meaning without making premature judgments or interpretations. **Illustrate** FIVE (5) specific behaviours with examples demonstrating the above-mentioned behaviours

(10 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

CASE STUDY : 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)

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

Question 2

Ascertain which motivation theory is related to each scenario below. Explain the theory in relation to the below-mentioned scenarios.

(a) Scenario 1-

As a Business Development Assistant Manager, Mr Kwan is provided with a comfortable office, has a good relationship with his immediate supervisor as well as getting an exceptionally high increase in salary every year. This would eliminate his job dissatisfaction but will not increase his job satisfaction.

(9 marks)

(b) Scenario 2-

The employees are willing to increase their work effort in order to increase their performance. Nevertheless, to achieve this the company has to ensure that rewards given are worthy for employees in putting extra effort to increase their performance.

(11 marks)

Question 3

Identify which motivation theory is related to each scenario below. Explain the theory in relation to the below-mentioned scenarios.

(a) Scenario 1-

As a Business Development Assistant Manager, Madam Rina is provided with a comfortable office, has a good relationship with his immediate supervisor as well as getting an exceptionally high increase in salary every year. This would eliminate his job dissatisfaction but will not increase his job satisfaction.

(9 marks)

(b) Scenario 2-

The employees are willing to increase their work effort in order to increase their performance. Nevertheless, to achieve this the company has to ensure that rewards given are worthy for employees in putting extra effort to increase their performance.

(11 marks)

Question 4**CASE STUDY :: FINDING THE RIGHT PEOPLE**

According to a study in the United States by Fortune, 52% of new hires at Salesforce come from the participations by current employees, which is a testament to the effectiveness of the program. To incentivize the program, Salesforce offers a cash bonus of \$2,000 for every successful recommendation, which has resulted in employees collecting a total of \$7 million in bonuses.

To further encourage employee involvement in the program, Salesforce hosts Recruitment Happy Hours where team members can invite friends they want to refer. This provides a fun and informal way for recruiters to get to know potential candidates and build relationships, even if the candidate is not immediately interested in the opportunity.

The program is a key part of its recruitment strategy and has contributed to the company's success in attracting top talent. One of its focus is the financial incentives and efforts to build relationships with the candidates, make it a successful case study for companies looking to implement the same program.

- (a) **Determine** the recruitment sources that Salesforce used to find potential job candidates.

(5 marks)

- (b) **Choose** another THREE (3) recruitment sources along with its advantages which Salesforce may utilize to recruit new candidates for the company.

(15 marks)

END OF EXAMINATION PAPER