



UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL

FINAL EXAMINATION
JULY 2025 SEMESTER

COURSE CODE : EAB11403
COURSE TITLE : PRINCIPLES OF MANAGEMENT
PROGRAMME NAME : BACHELOR IN ACCOUNTING (HONS)

DATE : 17 SEPTEMBER 2025
TIME : 9:00AM - 12:00PM
DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consist of TWO sections.
4. Answer ALL questions for Section A.
5. Section B consist of four questions. Answer THREE (3) questions only.
6. Please write your answer on the answer booklet provided.
7. Please answer all questions in English only.
8. Please answer MCQ/EMQ questions using OMR sheet. ☐ *Tick if applicable*
9. Refer to the attached Formula/ Appendies. ☐ *Tick if applicable*

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

Define and discuss the key cognitive biases and errors that commonly impair managerial decision-making. Illustrate each bias with a relevant business example.

(10 marks)

Question 2

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

(10 marks)

Question 3

Define the four decision-making styles and highlight their key characteristics. Then, compare situations in which each style would be most effective in a managerial context.

(10 marks)

Question 4

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)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1**CASE STUDY: CRISIS IN COMMUNICATION AT BUILDWELL CONSTRUCTIONS**

BuildWell Constructions is executing multiple infrastructure projects across the country. Due to poor communication systems and unclear reporting structures, critical information often gets delayed or distorted, leading to costly errors.

Senior management relies on verbal instructions, and project sites lack standardized reporting tools. Field engineers complain about conflicting instructions from different managers.

The COO realizes that without streamlining communication, operational efficiency will suffer. You were hired to diagnose the problem and suggest improvements.

- (a) Identify the communication problems at BuildWell and their impact on project outcomes.

(10 marks)

- (b) Explain the principles of effective communication applicable to this case.

(10 marks)

Question 2**CASE STUDY: MOTIVATION CRISIS AT CITYBANK**

CityBank, a leading regional bank, has reported a sharp drop in customer satisfaction. An internal review reveals that frontline employees (tellers, customer service staff) are disengaged, citing a lack of recognition, poor career progression, and high stress. Management has traditionally focused on tight controls and performance metrics but ignored employee feedback. Incentives are minimal and mostly financial. The HR department now wants to revamp the motivation strategy. They consult you to assess the situation and propose solutions based on motivation theories.

- (a) How can Maslow's hierarchy be applied to improve employee engagement at CityBank?

(10 marks)

- (b) Suggest non-monetary strategies to enhance motivation.

(10 marks)

Question 3**CASE STUDY: LEADERSHIP CHALLENGES AT GREENTECH**

GreenTech, a renewable energy startup, has grown rapidly in just three years. Initially led by its visionary founder, Ms. Kavita Sinha, the company thrived on informal structures and flexible roles. However, as the team expanded to over 150 employees, the lack of formal leadership and unclear responsibilities began causing issues.

Project deadlines are frequently missed, teams often duplicate work, and there is growing conflict between departments. Ms. Sinha is reluctant to adopt a formal structure, fearing it might kill the startup's creativity. However, investors are pushing for better control and accountability.

You are brought in as a leadership and organizational structure consultant to suggest a balanced approach.

- (a) Identify the key leadership challenges in GreenTech's current setup.

(10 marks)

- (b) How can Ms. Sinha maintain innovation while introducing structure?

(10 marks)

Question 4**Case Study: BrewCrew Café – Brewing More Than Coffee**

BrewCrew Café started as a small, family-owned coffee shop in a suburban neighborhood. With its cozy atmosphere, ethically sourced coffee, and loyal customer base, BrewCrew quickly became a local favorite.

After five successful years, the owner, Jasmine, is preparing to open two new branches in nearby urban areas. However, Jasmine is aware that expanding from a single location to a small chain brings new challenges that require more formal management structures.

She's concerned about maintaining the same warm, community-driven vibe, ensuring product consistency, and managing employees she won't see every day. The staff is also nervous about the changes, unsure of how roles and responsibilities will shift.

To ensure the expansion is successful, Jasmine must use a strong management approach. You've been brought in as a small business consultant to help her apply the POLC framework to scale the business smoothly while staying true to its roots.

- (a) What should Jasmine consider when creating a plan for expanding BrewCrew Café to new locations? What goals and strategies would help ensure the expansion aligns with her brand and customer values?
(5 marks)
- (b) How can Jasmine organize her team, roles, and responsibilities to manage multiple café locations effectively? Should she consider hiring new positions or restructuring the existing team?
(5 marks)
- (c) What leadership actions can Jasmine take to ease employee concerns, maintain morale, and keep everyone motivated and aligned with the café's mission?
(5 marks)
- (d) What systems or processes can Jasmine put in place to monitor quality, customer satisfaction, and financial performance across all locations?
(5 marks)

END OF EXAMINATION PAPER

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