



**UNIVERSITI KUALA LUMPUR**  
**Malaysia France Institute**

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**FINAL EXAMINATION**  
**SEPTEMBER 2014 SESSION**

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**SUBJECT CODE** : FVB21004  
**SUBJECT TITLE** : WORKSHOP ADMIN AND MANAGEMENT  
**LEVEL** : BACHELOR  
**TIME / DURATION** : 9.00 AM – 12.00 PM  
( 3 HOURS )  
**DATE** : 31 DECEMBER 2014

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**INSTRUCTIONS TO CANDIDATES**

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1. Please read the instructions given in the question paper **CAREFULLY**.
  2. This question paper is printed on both sides of the paper.
  3. Please write your answers in the answer booklet provided.
  4. Answer should be written in blue or black ink except for sketching, graphic and illustration.
  5. This question paper consists of (6) questions. Answer **FIVE (5)** questions only.
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**THERE ARE 5 PAGES OF QUESTIONS, EXCLUDING THIS PAGE.**

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**INSTRUCTION: Answer FIVE (5) questions only.****Total Marks = 100****Question 1**

- (a) Explain briefly, what is the limitation of traditional management principles towards the employees' responsibility.

(2 marks)

- (b) There are several reasons for the manager to seek input from employees to help the manager make an informed decision on certain projects. Describe **THREE** (3) reasons for this.

(6 marks)

- (c) Marge Jones calls in and makes an appointment to bring her car into the shop on Tuesday for an oil change and to check out a strange noise that happens every time she applies the brakes. On Tuesday morning she arrives on time and speaks to Hannah. Hannah greets Ms. Jones and verifies that she wants an oil change and that the noise appears to be coming from the right front of the car and only happens on hard braking, but it seems that the car stops fine with no pulling to either side. After writing up the repair, Hannah gets Ms. Jones to verify that the information is correct and complete and gives her a preliminary estimate for the oil change and tells her that because her car is only five months old with 4,360 miles on it, that the repair to the noise should be covered under her manufacturer's warranty. Hannah then sends the completed paperwork on to Dave. Dave assigns the car to Heather to check out the noise and perform the oil change. Heather verifies the complaint and finds that there is a broken retainer clip on the right front brake pad. Because this is a faulty part, it is covered under warranty. Heather gets the parts from Fred and replaces the defective pad. She also completes the oil change and road tests the car. She then completes the paperwork. When the completed repair order returns to Hannah for her to call Ms. Jones, she calls over Jerry, and asks if he can road test the car again to be sure everything is all right, because Ms. Jones is one of their best customers. After his road test Jerry comes in and notifies Hannah that the car is fine and Hannah prepares the paperwork. She calls Ms. Jones and gives her the good news that the noise is fixed and that the only charge is for the oil change. Ms. Jones can come and pick up the car any time before 7 p.m. Ms. Jones arrives at 5:30 p.m. to pick up the car, pays the cashier, gets her receipt, and

drives home. On Wednesday afternoon the cashier calls Ms. Jones to make sure she is satisfied. She is satisfied.

- I. Based on the given scenario, break down the entire sequence of events into the individual steps that occur.

(6 marks)

- II. Chart the service transaction into a repair workflow that tells us who the essential people are for each service transaction, the individual procedures that we require for each transaction, and who is responsible for which action to give a clearer picture of how the work flows.

(6 marks)

## Question 2

- (a) Goals must meet the “reasonable and achievable” definitions, so what is wrong with setting goals that are low enough to meet both “reasonable & achievable”? Explain your answer.

(2 marks)

- (b) Describe the “internal scan” and “external scan” in assessing the level of performance for an organization.

(6 marks)

- (c) There are **SEVEN** (7) important attributes in achieving the qualities of an efficient manager. Explain any **FOUR (4)** of these attributes.

(12 marks)

**Question 3**

- (a) In the context of Planning describe who “Stakeholders” are. (2 marks)
- (b) Integrity is one of the highest compliments for someone who strives to achieve and live an ethical life. Explain how to achieve this. (6 marks)
- (c) In the principle of management by objective (MBO), there are four (4) important items that need to be followed by the organization. Explain all the important items. (12 marks)

**Question 4**

- (a) Explain what is the purpose in having Profit Centers? (2 marks)
- (b) Explain the **THREE (3)** levels of organizational planning. (6 marks)
- (c) Ralph does some thinking about his career and started to calculate the benefits of his current position and the potential income if he opens the shop. He knows that his total earnings for the past three years (salary plus benefits) have averaged \$100,000 per year and have remained steady. He has done his homework about the costs and benefits of being a shop owner and has found that the owner of the shop where he is currently employed has earned a net profit of \$150,000 each of the past three years. Further, he has found out that the shop that is up for sale (he intended to buy), although not as successful as Silver Service (the main competitor), has had a net profit of \$90,000 per year over the past three years. After speaking with a financial advisor and a banker, Ralph knows that in order to open the shop he'll have to take out \$100,000 business loan to get the new company started.

Based on this case study, answer the following:

- I. Explain what Ralph's ROI would be over five years by taking this opportunity based on the information that we currently have in dollars.  
(4 marks)
- II. Calculate the ROI percentage.  
(4 marks)
- III. Based on the information in (i) and (ii), explain what would you recommend Ralph do.  
(4 marks)

**Question 5**

- (a) Explain what would be the purpose of using a "variable rate" pricing system?  
(2 marks)
- (b) Mr. Burns brings his car into Geoff's Garage for repairs. The repair shop finds out they need to purchase a new brake rotor and brake pads from the local parts store to complete the repairs on Mr. Burns' car. The total bill that Mr. Burns pays for the repairs is \$380. This includes charges for 4 hours of labor at \$50 per hour and \$180 for parts. Heidi, the technician, is paid \$20 per flat rate hour to perform the repairs. Based on this information please answer the following questions:
  - I. Calculate the total income that Geoff's Garage earned for this transaction.  
(2 marks)
  - II. Determine the total expense for this transaction.  
(2 marks)
  - III. Calculate their gross profit on the parts they used  
(2 marks)
- (c) Being timely with both praise and criticism is essential. Explain why.  
(12 marks)

**Question 6**

- (a) Describe the term “Rich Candidate Pool”.  
(2 marks)
- (b) In SWOT analysis, it is essential to focus your efforts on the strengths of your organization to successfully compete in the marketplace. However, it is important though in all instances to be aware of your weaknesses. Explain why.  
(6 marks)
- (c) Your business is very good and your shop is normally 90% full each day. You decide that you’d really like to move up from number 3 in service sales to number 2. You are sure that if you could just attract 10% of additional business that your shop can handle it would be enough to reach the number 2 spot. However, in order to do so you feel that the best method is to lower your prices 10% on all maintenance and repair items in your shop. Is your strategy for becoming number 2 a good one? How would you know? Explain your answer.  
(12 marks)

**END OF QUESTION**