



UNIVERSITI KUALA LUMPUR  
BUSINESS SCHOOL

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**FINAL EXAMINATION**  
**OCTOBER 2025 SEMESTER**

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COURSE CODE : EAB11403  
COURSE TITLE : PRINCIPLES OF MANAGEMENT  
PROGRAMME NAME : BACHELOR OF BUSINESS ADMINISTRATION (HONS) IN  
MANAGEMENT AND ENTREPRENEURSHIP  
DATE : 25 JANUARY 2026  
TIME : 2.00PM- 5.00PM  
DURATION : 3 HOURS

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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. 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

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THERE ARE 9 PAGES OF QUESTIONS INCLUDING THIS PAGE

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SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

**Question 1**

Explain the different levels of management in an organization. Discuss the roles, responsibilities, and importance of each level in achieving organizational goals. Provide suitable examples to support your answer.

(10 marks)

**Question 2**

Explain the four main functions of management in detail. Discuss how each function contributes to effective organizational performance, using examples to support your answer.

(10 marks)

**Question 3**

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

(10 marks)

**Question 4**

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)

**SECTION B (Total: 60 marks)**

Answer **THREE (3)** questions only.

Please use the answer booklet provided.

**Question 1****CASE STUDY: INTERNAL COMMUNICATION CHALLENGES AT AIRASIA BERHAD**

AirAsia Berhad's rapid growth and operational changes — especially during disruptive periods such as the COVID-19 pandemic — highlighted the critical importance of effective internal communication within the organisation. Internal relations within AirAsia were tested when the airline implemented pay cuts and operational realignments during the pandemic, resulting in decreased employee confidence and motivation. This context underscored communication gaps between management and employees, demonstrating the need for structured internal communication processes.

The internal relations analysis reveals that lack of two-way communication was a significant challenge. Employees reported uncertainty about organisational decisions and perceived a shortfall in transparent communication regarding pay adjustments and workforce changes. To address these concerns, strategic internal communication practices were recommended — including the promotion of two-way communication channels that allow employees to share feedback, voice concerns, and receive timely responses from leaders. Such mechanisms help reduce conflict and confusion, improve trust, and strengthen organisational cohesion.

For example, one recommended strategy involved encouraging open dialogue through regular employee forums and feedback sessions, which creates opportunities for staff to engage directly with management. Training programmes aimed at enhancing interpersonal communication skills among team leaders were also highlighted as tools to bridge communication gaps and foster a supportive workplace environment.

The case of AirAsia highlights that internal communication is not merely procedural but is integral to employee morale, organisational culture, and resilience during times of change. Improving internal communication systems — such as establishing clear feedback channels and promoting transparent managerial updates — can significantly enhance employee engagement and trust in leadership.

Reference: Shahidan, N. S. A. (2024). Internal Relations in AirAsia Berhad

- (a) Identify and explain two major internal communication challenges faced by AirAsia as highlighted in the case study. How did these challenges impact employee morale and organisational cohesion?

(8 marks)

- (b) Analyse the strategies recommended in the case study to improve internal communication at AirAsia. Evaluate how implementing two-way communication channels and feedback mechanisms could address the identified challenges.

(6 marks)

- (c) Critically assess the role of internal communication in maintaining organisational resilience during periods of change, using AirAsia as an example. How can effective internal communication contribute to long-term employee engagement and trust in management?

(6 marks)

**Question 2****CASE STUDY: ENHANCING EMPLOYEE MOTIVATION AT BRIGHTTECH SOLUTIONS**

BrightTech Solutions, a mid-sized software company, has recently experienced high turnover among its software developers. Exit interviews revealed that employees felt their roles were repetitive and lacked opportunities to make meaningful decisions. The HR department decided to implement strategies based on job enrichment, job depth, and the Job Characteristics Model (JCM) to improve motivation and engagement.

**Job Enrichment** - To increase motivation, HR redesigned software developers' roles to include planning and evaluating responsibilities, such as contributing to project timelines, deciding on coding approaches, and reviewing peers' work. This vertical expansion allowed employees to feel a stronger sense of ownership over their tasks.

**Job Depth** - Managers increased job depth by giving developers greater control over how they completed assignments. Instead of following rigid instructions, employees could prioritize tasks, select tools, and suggest process improvements. This autonomy improved confidence and job satisfaction.

**Job Characteristics Model (JCM)** - HR applied the JCM framework to ensure the redesigned jobs addressed the five core dimensions:

- **Skill variety:** Developers now rotate between front-end, back-end, and testing roles.
- **Task identity:** Each employee handles a complete module from design to testing.
- **Task significance:** Employees understand how their modules impact clients' business outcomes.
- **Autonomy:** Developers have discretion over methods and schedules.
- **Feedback:** Regular peer reviews and manager evaluations provide constructive feedback on performance.

After six months, employee surveys showed increased motivation, higher productivity, and reduced turnover. The case demonstrates how thoughtfully expanding responsibilities and increasing job control through job enrichment, job depth, and the JCM framework can positively impact employee engagement and organizational outcomes.

- (a) Explain how BrightTech Solutions applied the concept of job enrichment in redesigning the roles of software developers. How did this strategy enhance employee motivation?

(7 marks)

- (b) Discuss how increasing job depth at BrightTech Solutions contributed to employee autonomy and satisfaction. Provide examples from the case study.

(6 marks)

- (c) Using the Job Characteristics Model (JCM), analyse how BrightTech Solutions designed jobs to improve employee motivation and performance. Include all five core dimensions in your answer.

(7 marks)

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**Question 3****CASE STUDY: LEADERSHIP STYLES AT ABC BERHAD**

ABC Berhad, a mid-sized technology firm, recently faced challenges in both productivity and employee engagement. The management decided to review leadership practices across the organisation to improve performance and cultivate a positive workplace culture.

In the customer support department, the manager, Mr. Tan, used a transactional leadership style. He focused on monitoring performance and providing rewards or penalties based on outcomes. Employees who met targets received bonuses, while repeated failures were addressed through formal warnings. This approach ensured short-term productivity and adherence to company policies but had limited impact on innovation or long-term motivation.

In the product development team, Ms. Lim adopted a transformational leadership style. She inspired her team by setting a compelling vision for innovative products and encouraging creative problem-solving. Through regular brainstorming sessions, mentorship, and recognition of initiative, Ms. Lim motivated her team to exceed expectations, resulting in several successful product launches and higher employee satisfaction.

The CEO, Mr. Hassan, exemplified ethical leadership throughout the organisation. He prioritized public safety and product quality over profit, held employees accountable for mistakes, and promoted a culture of continuous improvement. Employees reported feeling empowered to raise concerns, suggest improvements, and take ownership of their work without fear of retaliation. This approach strengthened trust, employee engagement, and the company's reputation.

The leadership practices at ABC Berhad demonstrated how different styles can influence organisational performance and culture. Transactional leadership in the customer support department helped maintain order and ensured employees met performance targets, providing structure and accountability. Transformational leadership in the product development team inspired innovation, motivated employees to exceed expectations, and led to successful product launches. Ethical leadership, exemplified by the CEO, reinforced a culture of trust, accountability, and continuous improvement, empowering employees to take initiative and prioritize quality and safety over short-term profits. Together, these leadership approaches contributed to improved operational efficiency, higher employee engagement, and a positive organisational culture, highlighting the importance of adapting leadership styles to the specific needs and goals of teams.

- (a) Explain how transactional leadership was applied in the customer support department. What were the advantages and limitations of this leadership style in this context?

(7 marks)

- (b) Analyse the use of transformational leadership in the product development team. How did this leadership style contribute to employee motivation and organisational success?

(7 marks)

- (c) Discuss the role of ethical leadership in Horizon Tech Ltd. How did ethical leadership influence organisational culture, employee behavior, and performance?

(6 marks)

**Question 4****CASE STUDY: MONITORING AND CONTROLLING AT XYZ MANUFACTURING COMPANY**

XYZ Manufacturing Company, a producer of automotive components, recently launched a new product line aimed at expanding its market share and meeting increasing customer demand. To ensure the success of this new line, management established production performance standards, which included both quality benchmarks and cost targets. After the first quarter of operations, however, management observed that the new product line was not performing as expected. There were notable quality defects in some components, and production costs exceeded the budgeted amounts.

To address these issues, XYZ Manufacturing implemented a structured monitoring and controlling process. First, management measured actual performance by collecting detailed data on production output, quality defects, and costs. Next, they compared these results to the pre-established standards, identifying variances that indicated underperformance. Management then conducted a thorough analysis to identify the root causes of these deviations, which included delays in machine maintenance, supplier quality inconsistencies, and minor inefficiencies in the production process. Finally, corrective actions were implemented, such as revised maintenance schedules, stricter supplier quality assessments, and additional employee training on quality control procedures. Follow-up monitoring confirmed that these measures led to improvements in both quality and cost management.

By applying this process, XYZ Manufacturing ensured that its operations aligned with organizational goals, minimized waste, maintained customer satisfaction, and enhanced overall operational efficiency. The case illustrates the importance of continuous monitoring and proactive control in achieving organizational objectives and sustaining long-term competitiveness.

- (a) Explain the steps of the monitoring and controlling process applied by XYZ Manufacturing in managing their new product line. How does this process help in achieving organizational goals?

(10 marks)

- (b) Identify and discuss two challenges that XYZ Manufacturing might face in the monitoring and controlling phase. Suggest ways to overcome these challenges.

(10 marks)