



UNIVERSITI KUALA LUMPUR
KAMPUS CAWANGAN MALAYSIAN SPANISH INSTITUTE

FINAL EXAMINATION
OCTOBER 2025 SEMESTER

COURSE CODE : SIB11013 (V2)
COURSE TITLE : PRINCIPLES OF MANAGEMENT
PROGRAMME NAME : BACHELOR OF BUSINESS TECHNOLOGY (HONOURS) IN
AUTOMOTIVE MANAGEMENT
DATE : 26 JANUARY 2026
TIME : 2:00PM - 4:30PM
DURATION : 2 HOURS 30 MINUTES

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 4 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

XYZ Enterprise is a small company. In the past, the manager made all decisions alone. Employees only followed instructions and were not allowed to give opinions. Work rules were strict and communication was one-way. Today, the manager encourages teamwork and allows employees to share ideas. Technology was used to improve communication. Employees are trusted to manage their tasks and work more flexibly.

(a) Illustrate two (2) characteristics of management yesterday based on the case.
(10 marks)

(b) Based on the characteristics of management today stated, review two (2) challenges that modern managers may face when implementing these practices in an organization.
(10 marks)

Question 2

The core functions of management provide a structured approach to managing tasks, guiding employees, and ensuring objectives are met effectively.

(a) Explain the function of planning and evaluate two challenges managers face when planning in a rapidly changing business environment.
(10 marks)

(b) Explain the concept of controlling and assess two ways in which effective controlling enhances organizational performance.
(10 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

AuroraBakes is a small bakery that planned to launch a new line of cakes for the holiday season. The manager set sales targets and ordered ingredients without analyzing demand or checking supplier reliability. When the holiday season arrived, the bakery ran out of popular ingredients and overstocked others that customers did not want.

Discuss why planning is the foundation of all management functions and critically evaluate the consequences of poor strategy formulation during the planning process based on the AuroraBakes case.

(20 marks)

Question 2

Delegation involves transferring authority for a specific task to another member of the organization and empowering them to perform it effectively. Despite its benefits, some managers are hesitant to delegate. Critically discuss four potential barriers that may prevent managers from delegating tasks to their subordinates.

(20 marks)

Question 3

Leadership is a critical factor in determining the effectiveness and success of an organization. Different leadership styles can influence employee motivation, decision-making, and overall performance. Determine the five leadership styles and valuing how each style impacts organizational performance in different situations.

(20 marks)

Question 4

FreshRetail is a medium-sized retail store with a single store manager. During the peak season, the manager supervises 25 sales staff. Due to the large number of subordinates, some employees report delays in feedback and confusion about responsibilities. Conversely, in the store's back office, a team of 5 specialized staff is directly supervised by the operations manager, allowing for close guidance and quicker decision-making.

Analyze the case and differentiate the types of span of management. Conclude how each span affects organizational efficiency, communication, and employee supervision in the context of FreshRetail.

(20 marks)

END OF EXAMINATION PAPER

