



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
MARCH SEMESTER**

COURSE CODE : EAB11103
COURSE NAME : MANAGEMENT
PROGRAMME NAME : BACHELOR IN ACCOUNTING
DATE : 29 JUNE 2026
TIME : 2.00 AM – 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 (2)** sections; Section A and Section B.
4. Answer **ALL** questions from **Section A** and choose **ANY THREE (3)** from **Section B**.
5. All questions must be answered in **English** (any other language is not allowed).
6. This question paper must not be removed from the examination hall.

THERE ARE FOUR (4) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

Communication serves several important functions in human interaction and society. Together, these functions make communication essential for personal development, social interaction, education, and organizational success. Classify TWO (2) functions of communication with example for each answer.

(10 marks)

Question 2

The direction of flow in communication refers to the path through which information moves within an organization or between people. These directions help organizations coordinate activities, share information, and achieve goals effectively.

Summarize FOUR (4) directions of flow in communication

(10 marks)

Question 3

Describe Two-Factor theory with the illustration of examples on Motivators and Hygiene Factor.

(10 marks)

Question 4

Organizing: management function that involves arranging and structuring work to accomplish the organization's goals. Discover FIVE (5) elements of organizational design.

(10 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

Since listening is challenging and most of us would prefer to speak, many of us are bad listeners. It is frequently more exhausting to listen than to speak. Total focus is required for active listening, which is hearing for full meaning without making snap judgements or interpretations.

Illustrate FOUR (4) specific behaviors that active listeners demonstrate in order to overcome barriers in communication. Provide one example for each answer.

(20 marks)

Question 2

An organization is more centralised if critical decisions are made by senior managers with minimal input from subordinates. Conversely, the degree of decentralisation increases with the number of lower-level employees that contribute or make choices.

Illustrate FOUR (4) factors that affect an organization's use of centralization or decentralization.. Provide one example for each answer..

(20 marks)

Question 3**CASE STUDY: IMPROVING EMPLOYEE PERFORMANCE THROUGH GOAL SETTING**

A medium-sized marketing company noticed that its sales department was not meeting monthly targets. Employees often worked without clear direction, and motivation levels were low. To improve performance, the sales manager, Mr. Suhaimi, introduced a goal-setting program based on Goal-Setting Theory developed by Edwin Locke and Gary Latham. Mr. Suhaimi established specific and measurable goals for each employee. Every salesperson was required to increase monthly sales by 15% within three months. Weekly meetings were conducted to monitor progress, provide feedback, and discuss challenges. Employees who achieved their goals would receive recognition and performance bonuses. After three months, the department's productivity improved significantly. Most employees became more focused, motivated, and committed to their tasks. Demonstrate FIVE (5) elements of Goal-Setting Theory applied in this case.

(20 marks)

Question 4**CASE STUDY: MISUNDERSTANDING IN A SCHOOL PROJECT TEAM**

A group of university students was assigned a research project to be presented at the end of the semester. The team leader, Maria, sent a message through the class group chat stating that all members should submit their assigned parts by Friday evening. However, one member, John, misunderstood the instruction and thought the deadline was Saturday morning. As a result, the final report was submitted late, causing the group to lose marks. The professor later discussed the incident in class to explain how the misunderstandings can occur.

Illustrate the FOUR (4) elements of communication process, the parties involved and how they are able to improve the communication within these four elements to avoid the misunderstandings in the future.

(20 marks)

END OF EXAMINATION PAPER