



SCHOOL OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
Semester 1, 2025



FINAL EXAMINATION PAPER

MGT101: FUNDAMENTALS OF MANAGEMENT

Important Instructions to Students:

1. Read the questions, instructions carefully and answer the questions.
2. You are allowed an **extra 10 minutes reading time** (during this time, you are not allowed to write with pen) and **180 minutes (3 Hours) to complete this paper**.
3. Silent, non-programmable calculators are allowed, but not supplied.
4. Write all your answers in the answer booklet provided. If you need extra sheets, please ask from the supervisor. Write your name, course code and student identification number in the answer booklet and in the attendance sheet.
5. This paper contains three (3) sections A, B and C. All questions are compulsory to answer **except** section A and B which have choices.
6. Write all your answers legibly. The marker has the right to award zero for answers that are not legible.
7. This is a **Closed Book Examination**. The University views plagiarism, cheating and dishonest practice as serious offences and if found, offenders are penalized.

Examination Paper Content (Format):

<u>Section</u>	<u>Question</u>	<u>Content</u>	<u>Marks</u>	<u>Suggested Time</u>
A	1-7	Short Answers (Choose Any FIVE out of SEVEN)	40	60 minutes
B	1-4	Essays (Choose Any TWO out of FOUR)	40	90 minutes
C	1-4	Case Study (Answer ALL the questions)	20	30 minutes
		TOTAL	100	180 Minutes

SECTION A:**SHORT ANSWERS****(40 MARKS)**

Attempt any five “5” questions only. Each question is worth 8 marks.

1. What is workplace diversity, and why is it important in a globalised economy? Explain how cultural diversity can benefit an organisation. Provide examples. (8 Marks)
2. Explain the key components of the management process, planning, organizing, leading, and controlling. How does each of these functions play a role in achieving organizational goals? Support your explanation with relevant examples. (8 Marks)
3. Draw and carefully label the ‘*Open System*’ diagram. Choose any local business organisation that you are familiar with and explain how it operates as an ‘*Open System*’. List any briefly explain any five stakeholders of a business organisation. (8 Marks)
4. Who is an entrepreneur and what are some of the characteristics of an entrepreneur? What are small businesses and how does the Fijian government assist small businesses in Fiji? What are some reasons why small businesses fail? Explain using examples. (8 Marks)
5. How is information technology (IT) changing business organizations in Fiji? List and briefly explain any three advantages and any three disadvantages of ‘*E-commerce*’. Provide examples. (8 Marks)
6. Briefly explain the concepts of feedforward, feedback and concurrent control in organizational management. How do these controls contribute to effective performance monitoring and goal achievement? Provide examples. (8 Marks)
7. Explain why managers must exercise caution when using rewards and punishments according to Reinforcement Theory. As a future manager, what guidelines would you follow when rewarding or punishing employees? Provide examples. (8 Marks)

SECTION B:**ESSAY WRITING****(40 MARKS)**

Attempt any two “2” questions only. Each question is worth 20 marks.

1. What does the term ‘global sourcing’ mean? Why do firms participate in international business activities? Explain the advantages multinational corporations (MNCs) gain by forming business ties with host countries. Additionally, what are some common concerns MNCs raise about their interactions with host countries? Explain in detail using examples. (20 Marks)
2. Explain both the general and the specific environments of an organisation. Identify and explain the key players in the specific environment, and discuss how environmental uncertainty in the general environment influences managerial decisions. Explain in detail using examples. (20 Marks)
3. Explain ‘*Adams Equity Theory*’, ‘*Herzberg's two-factor theory*’ and ‘*Vroom's Expectancy theory*’ in detail using examples. Why is the study of historical management theory important for managers in today's business environment? Explain in detail using examples. (20 Marks)
4. Discuss the roles of formal and informal structures in an organisation and explain why both are important for effective functioning of an organisation. Additionally, explain the purpose of an organisational chart and describe the key information it conveys about the structure and operations of an organisation. Explain in detail using examples. (20 Marks)

SECTION C:**CASE STUDY****(20 MARKS)**

Read the following case study and answer all the questions. Each question is worth 5 marks.

Miracle on the Hudson

The media called it the "*Miracle on the Hudson*." On the wintry afternoon of January 15, 2009, just minutes after take-off from New York's LaGuardia Airport, US Airways Flight 1549 struck a flock of birds. Both engines were knocked out, and pilot Chesley "Sully" Sullenberger had no choice but to land his 81-ton Airbus A320 in the frigid Hudson River on the west side of Manhattan. It was the first crash-landing of a major aircraft in the water in some 50 years, but all of the 155 people on board survived. "It was intense," said one passenger. "You've got to give it to the pilot." Fortunately, Sullenberger had 40 years of flying experience, and at least one other US Airways pilot wasn't all that surprised at his extraordinary feat. "He held his cool," said Rick Kurner, who'd flown with Sullenberger for more than 20 years. As for Sullenberger, he remembered "the worst sickening, pit-of-your stomach, falling-through the floor feeling" that he'd ever experienced. For weeks after the crash, he suffered symptoms of post-traumatic stress, including sleeplessness and flashbacks, but acknowledged that his condition had improved after a month or two. No wonder Sullenberger experienced some repercussion from the stress, says Patrick Harten, the LaGuardia air traffic controller who was on the other end of the line when Sullenberger radioed his intention to put down in the river. "I thought it was his own death sentence," recalled Harten. "I believed at that moment I was going to be the last person to talk to anyone on that plane alive. I felt like I'd been hit by a bus." For his own part, says Harten, "the trauma of working an airplane that crash-landed" didn't begin to subside until about a year later. It is interesting to note that if Sullenberger, who was 57 at the time of the crash, had been an air traffic controller instead of a pilot, he would probably have been required to retire a year before Flight 1549 took off. Both jobs, of course, are extremely stressful, and the Federal Aviation Administration (FAA) mandates retirement ages for both. Pilots, however, can stay on the job until they're 65, while controllers must in most cases call it quits at age 56. Why? Because being an air traffic controller, it seems, is more stressful than being a pilot. At any given moment, about 5,000 airplanes are in the skies over the United States. The National Air Traffic Controllers Association (NATCA) reports that, on an average day, controllers handle 87,000 flights. In a year, they manage 64 million take-offs and landings. And that's just sheer volume of traffic. Needless to say, all that traffic is also very complex. "Air traffic control is like playing chess at high speed," says Pete Rogers, who helps manage 52,000 flights a year to and from (and over) Martha's Vineyard, Massachusetts. Melvin Davis, who's been directing air traffic in Southern California for more than 20 years, agrees: "My daily routine," he reports, "is dealing with aircraft that have anywhere between two and four hundred people on board and are traveling at about 600 miles an hour." In addition, not all aircraft are traveling at the same speed or at the same altitude, and very few of them are traveling at a steady perpendicular to the ground. Once they learn to "see traffic," according to New York controller Christopher Tucker, controllers "have to learn how to solve the conflicts, preferably in the simplest manner. It can be as simple as stopping someone's climb or descent to pass below or above converging traffic or issuing speed assignments to ensure constant spacing." Often, of course, it's not that simple. For example, explains Tucker, "newer aircraft with highly efficient wings cannot descend quickly while going slow, so that has to be taken into account when setting up an in-trail operation where arrivals must be descended as well as slowed down." And then there's the weather. Controllers record weather data every hour and have to be constantly aware of changing conditions. "We have to make sure we don't launch somebody into a thunderstorm," says Rogers. Moreover, because storm systems often appear on radar with little or no notice, controllers must also be able to make quick decisions.

According to Tucker, “The ability to run through possible solutions and quickly choose the best one” is a necessary skill for any controller, and so is “being able to make a bad situation work after having made a poor decision.” At present, there are about 11,000 fully trained air traffic controllers in the United States the lowest number in 17 years. The total number of positions is slated to increase by 13 percent between now and 2018, but that rate won’t keep pace with the projected increase in the number of aircraft that will be in the skies not to mention vying for air and runway space at the nation’s airports. At lower-traffic airports, cost considerations already require controllers to work eight-hour shifts by themselves, performing the jobs of all tower positions, communicating with aircraft in the sky and on the ground, and coordinating the activities of perhaps three separate facilities. “And so, we have a rise in operational errors,” both at regional and national airports, admits Melvin Davis. In 2007, for instance, there were 370 runway incursions at U.S. airports incidents in which planes invaded one another’s ground space and according to the FAA’s risk–severity matrix, the potential for catastrophic accident at that rate was “unacceptable.” The next year, however, there were 951 such incidents, and the total rose to 1,009 in 2009. This alarming increase, charges Davis, can be traced to the kind of working conditions that have made air traffic control more stressful than ever, especially the policy of assigning controllers to long shifts during which many of them work alone. “It’s a business decision,” he says, arguing that the current situation at the nation’s airports is clearly the result of a reduction in staffing, a decline in experience, and an increase in the use of employee overtime, which leads to increased fatigue. The result is a 300 percent to 400 percent increase in operational errors which results in two bullet trains coming together at 600 miles an hour.

Source: Griffin, R. W. (2022). Fundamentals of Management. 8th ed. Boston, MA: Cengage Learning. ISBN 9780357517345.

Questions

1. Why was the emergency landing of Flight 1549 described as the “Miracle on the Hudson,” and what made it historically significant? In your opinion what factors contributed to the successful emergency landing of US Airways Flight 1549 in the Hudson River? Explain using examples. (5 Marks)
2. According to the case study, why is air traffic control considered more stressful than piloting? What are some of the consequences of reduced staffing and increased overtime in air traffic control? Explain using examples. (5 Marks)
3. How did pilot Chesley Sullenberger and air traffic controller Patrick Harten react emotionally to the events of Flight 1549, and what does this reveal about the psychological impact of high-stress jobs? Explain using examples. (5 Marks)
4. Discuss the concept of stress and the different types of stressors individuals may face in the workplace. Analyse how these stressors impact employee well-being and performance. Explain various strategies that organizations and individuals can adopt to manage and reduce stress effectively. (5 Marks)

The End

