



SCHOOL OF BUSINESS AND ECONOMICS
Semester 1, 2026

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. Draw and clearly label the ‘Open System’ diagram. Using any local business organisation you are familiar with, explain how the organisation operates as a system, subsystem and an open system. (8 Marks)
2. What is a SWOT analysis? Explain the four components of SWOT analysis with suitable examples. Briefly explain how it helps a business in strategic planning and decision making. (8 Marks)
3. Define ‘Quality of Work Life’ and ‘Work-life Balance’. Compare the two concepts and explain how each contribute to employee well-being and organisational success. Provide examples. (8 Marks)
4. Explain ‘Herzberg’s Two-Factor Theory’ and ‘Adams’ Equity Theory’. Explain how each theory influences employee motivation and how managers can apply them to improve performance in an organisation. (8 Marks)
5. What is division of labour? Explain how division of labour improves productivity? What problems can it create for workers? Provide examples. (8 Marks)
6. What is an organisational chart, and what information does it show about an organisation? Explain the difference between formal and informal organisational structures. Provide examples. (8 Marks)
7. What is organisational culture? Explain the observable elements of organisational culture and briefly discuss how they influence employee behaviour and business performance. Support your answer with relevant examples. (8 Marks)

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

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

1. Discuss the concept of globalisation and its impact on businesses in Fiji. Explain the opportunities and challenges it creates, using relevant examples. In addition, explain why companies engage in international business and how the Iran–Israel–United States conflict, which has led to rising global fuel prices, affects businesses and customers in Fiji. Provide examples. (20 Marks)
2. Define entrepreneurship and discuss its importance in economic development. Explain the key characteristics of successful entrepreneurs, analyse the challenges they face in starting and running a business, and how government can assist entrepreneurs. Use relevant examples to support your discussion. (20 Marks)
3. Define the concept of power in an organisational context. Differentiate between position power and personal power, explaining the main sources of each. Discuss how managers or leaders use these types of power to influence employees in the workplace, using relevant examples. (20 Marks)
4. Explain the management process in detail by discussing its four main functions: planning, organising, leading, and controlling. In your essay, clearly describe each function and explain how they work together in a coordinated way to help organisations achieve their goals. Use relevant examples to support your answer. (20 Marks)

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

The Rise of E-Commerce in Modern Business Operations

E-commerce refers to the buying and selling of goods and services through electronic platforms, mainly the internet and web-based systems. It involves online transactions, digital payment systems, and the use of mobile devices and other information and communication technologies to complete commercial activities. Examples of e-commerce include purchasing products from online retail websites (such as clothing, electronics, or groceries delivered directly to customers' homes); ordering food through mobile applications that allow real-time payment and delivery tracking, such as McDonald's mobile ordering system; using online banking and digital wallets to transfer money or pay for services; and booking travel services such as flights and accommodation through online platforms where customers compare prices and complete transactions instantly.

It is clear that the internet and digital technologies have significantly expanded opportunities for e-commerce. These opportunities continue to grow as more consumers rely on online platforms for shopping and financial transactions. Younger generations, often referred to as "digital natives" or the "net generation", are the most active users of e-commerce platforms. According to research, younger consumers spend a large amount of time online compared to older generations. Even though television remains widely used, online shopping and digital transactions are now a normal part of everyday life for Generation Y and Generation Z. Older users, sometimes referred to as "digital immigrants", are also increasingly adopting online shopping and digital payment systems, although at a slower rate. Businesses that fail to adopt e-commerce are likely to lose competitiveness, as future consumers are increasingly "online buyers".

Consumers benefit greatly from e-commerce due to convenience, as online platforms allow them to shop 24 hours a day, 7 days a week, from almost any location. This enables customers to compare prices, read reviews, and complete purchases without visiting physical stores. However, disadvantages include the inability to physically inspect products before purchase and concerns about online payment security, fraud, and data privacy. From a business perspective, e-commerce provides both opportunities and challenges. Businesses can reach a global market without physical boundaries, reducing the need for traditional storefronts and increasing potential sales. However, they also face intense competition, as customers can easily compare prices across multiple online sellers. Additionally, businesses must invest in secure payment systems, logistics, and digital infrastructure. Not all consumers have equal access to the internet, particularly in remote areas or lower socioeconomic groups, which can limit market reach.

E-commerce has also transformed industries such as banking and retail. In banking, customers can now perform transactions such as transferring funds, paying bills, and managing accounts through online platforms and mobile applications, without visiting a branch. This has significantly reduced costs for banks while increasing convenience for customers. However, some customers still prefer face-to-face service, especially for complex financial decisions such as loans and investments. As a result, many banks continue to balance digital services with physical branch networks to meet diverse customer needs. E-commerce has also changed the way businesses manage their operations and supply chains. Many companies now use digital systems to track inventory in real time, process orders automatically, and coordinate deliveries more efficiently. This reduces delays, improves accuracy, and helps businesses respond quickly to changes in customer demand. Another important development in e-commerce is the use of data and analytics to understand customer behaviour. Online platforms can collect information on what customers search for, what they buy, and how often they shop. Businesses then use this data to personalise marketing, recommend products, and improve customer experience. While this increases sales opportunities and customer satisfaction, it also raises concerns about privacy and how customer data is stored and used, making data protection an important issue in the digital economy.

From the employer's perspective, e-commerce offers several advantages. Businesses can reduce operating costs by limiting the need for physical stores and reducing staffing requirements in traditional roles such as cashiers and sales assistants. Employers can also expand their market reach globally and operate 24/7 online, increasing potential sales and profitability. However, there are also disadvantages. Employers must invest heavily in technology, cybersecurity, website maintenance, and digital marketing. They also face risks such as system failures, cyberattacks, and increased competition from global businesses.

From the employee's perspective, e-commerce creates both opportunities and challenges. Employees benefit from new job roles in areas such as digital marketing, data analysis, IT support, logistics, and customer service chat systems. It may also offer more flexible working arrangements, including remote work. However, disadvantages include job displacement in traditional retail roles due to automation and reduced need for in-store staff. Employees may also face pressure to upskill and adapt to new technologies, which can be challenging for some workers, particularly those less familiar with digital systems.

In the future, e-commerce is expected to continue growing and becoming even more integrated into everyday life. Advancements in technology such as artificial intelligence, automation, drone deliveries, and improved mobile payment systems will make online shopping faster, more personalised, and more efficient. Businesses will increasingly rely on data-driven decision-making to understand and predict consumer needs, while consumers will expect greater convenience, speed, and security in their online experiences. However, this growth will also bring new challenges, including increased cybersecurity risks, greater competition, and ongoing concerns about privacy and data protection. Overall, e-commerce is likely to become the dominant form of trade, reshaping how businesses operate and how consumers interact with markets globally.

Source: Schermerhorn, J.R., Davidson, P., Woods, P., Factor, A., Simon, A., McBarron, E. and Junaid, F. (2020) Management. 7th Asia-Pacific edn. Milton, QLD: John Wiley & Sons. Available at: VitalSource (VitalBook file)

Questions

1. Define e-commerce. Explain two advantages and two disadvantages of e-commerce for customers and businesses. Provide examples. (5 Marks)
2. Explain how e-commerce has changed the way businesses interact with customers. Explain its impact on customer relationships and market access, and explain whether traditional businesses can still compete in the digital era. (5 Marks)
3. Explain why business organisations must invest heavily in technology and cybersecurity. Explain the risks organisations may face if they fail to invest adequately in these areas. Provide relevant examples. (5 Marks)
4. Explain how e-commerce has intensified competition between businesses. Explain the reasons for increased competition and briefly explain the strategies businesses use to remain competitive in the digital marketplace. (5 Marks)

The End