

**SECTION A: 25 MARKS**

**BAHAGIAN A: 25 MARKAH**

**INSTRUCTION:**

This section consists of **TWENTY FIVE (25) OBJECTIVE QUESTIONS**. Answer ALL questions.

**ARAHAN:**

Bahagian ni mengandungi **DUA PULUH LIMA SOALAN (25) SOALAN OBJEKTIF**. Jawab **SEMUA** soalan.

1. What is ethics?

Apakah etika?

A. A system of universal ideas.

Satu system mengenai idea secara universal

B. National rules by which we make decisions, that is right or wrong.

Peraturan kebangsaan untuk membuat keputusan sama ada betul atau salah.

C. The system of rules that a particular country or community recognizes as regulating the actions of its members.

Sistem peraturan untuk sesuatu Negara atau masyarakat yang berfungsi sebagai panduan dalam tindakan ahli-ahli tersebut.

D. Ethics are rules that help us to differentiate between right and wrong.

Etika adalah peraturan-peraturan yang membantu kita dalam menerangkan perbezaan antara betul dan salah. ★

2. Business ethics can be described as \_\_\_\_\_.

Etika perniagaan boleh dijelaskan sebagai \_\_\_\_\_.

A. The study of business situations, activities, and decisions where issues of right and wrong are addressed.

Kajian mengenai situasi perniagaan, aktiviti, dan keputusan mana isu-isu yang betul dan salah ditangani.

B. Decisions in the organisations that refer to how the right or wrong issue should be considered.★

Keputusan dalam organisasi yang merujuk kepada isu-isu betul atau salah perlu dipertimbangkan.

C. Ethics that can be applied to an organisation's practices.

Etika boleh dilaksanakan sebagai amalan dalam organisasi.

D. Business ethics used in order to achieve good ethical standard.

Etika perniagaan digunakan untuk mencapai standard etika yang baik.

3. Moral refers to \_\_\_\_\_.

Moral adalah merujuk kepada \_\_\_\_\_.

A. Special principles that guide the way of a business

Prinsip-prinsip istimewa yang memandu arah bagi sesebuah perniagaan.

B. The system of rules that a particular country or community must follow

Sistem undang-undang dimana sesuatu negara atau masyarakat wajib patuhi

C. Value principles that helps to manage new business

Prinsip-prinsip nilai yang membantu untuk menguruskan perniagaan baharu.

D. A system of ideas about right and wrong; a code of conduct put forth by society or group

Satu system idea tentang betul atau salah; kod yang diamalkan dalam sesuatu masyarakat atau kumpulan★

4. Nature of business ethics are all of the terms below **EXCEPT**;

'Nature' dalam etika perniagaan adalah semua terma di bawah **KECUALI**;

A. Complex

Kompleks

B. Dynamic

Dinamik

C. Dependent

Bergantung★

D. Subjective

Subjektif

5. A \_\_\_\_\_ is a trait of character of a good person.

\_\_\_\_\_ ialah sifat kepada ciri orang yang baik.

A. Value

Nilai

B. Moral

Moral

C. Virtue

'Virtue'★

D. Rule

Peraturan

6. The action of right and wrong normally depends on each culture. This ethical theory refers to\_\_\_\_\_.

Tindakan betul atau salah biasanya bergantung kepada sesuatu budaya. Teori etika ini merujuk kepada\_\_\_\_\_.

A. Ethical Rule

Ethical Rule

B. Ethical Reasoning

Ethical Reasoning★

C. Ethical Relativism

Ethical Relativism

D. Ethical Concept

Ethical Concept

7. “A moral theory that all choices either involves or should involve self-promotion as their sole objective”. This statement refers to\_\_\_\_\_.

“Teori etika yang mengandungi semua pilihan sama ada melibatkan atau patut melibatkan promosi diri sebagai matlamat tetap mereka”. Kenyataan ini merujuk kepada\_\_\_\_\_.

A. Egoism

Egoism★

B. Kantian Ethics

Kantian Ethics

C. Utilitarian Theory

Utilitarian Theory

D. Maximizing Theory

Maximizing Teory

8. A corporate culture has clearly stated that\_\_\_\_\_.

Budaya korporat telah menyatakan dengan jelas bahawa\_\_\_\_\_.

A. a system of shared meaning held by members that distinguishes an organization from other organization.★

Sistem di mana ahlinya mempunyai pegangan yang sama yang membezakan sebuah organisasi dengan organisasi.

B. the method of decision making that helps people to truly think about the effects of their actions.

Kaedah membuat keputusan yang membantu orang untuk benar-benar berfikir tentang kesan tindakan mereka.

C. a term used to describe a person's level of honesty, moral commitments, and willingness to do what's right.

Istilah yang digunakan untuk menggambarkan tahap kejujuran, komitmen moral, dan kesanggupan untuk melakukan apa yang betul.

D. a set of moral standards that are relied upon to reach conclusions and make decision.

Satu set piawaian moral yang digunakan untuk mencapai kesimpulan dan membuat keputusan.

9. “\_\_\_\_\_ leader speak to us about our identity, what we are and how we could live better”.

“Ketua\_\_\_\_\_ memperkatakan tentang identity kita, siapakah kita dan bagaimana kita menjadi yang terbaik”.

A. Fair

Adil

B. Best

Terbaik

C. Effective

Berkesan

D. Ethical

Beretika★

10. \_\_\_\_\_discusses about character of manager and the way to manage employees.  
\_\_\_\_\_membicarakan tentang ciri pengurus dan cara mengurus pekerja.

A. Leadership

Kepimpinan★

B. Corporate Culture

Budaya Urus Korporat

C. Corporate Governance

Tadbir Urus Korporat

D. Corporate Social Responsibility

Tanggungjawab Sosial Korporat

11. The following statements are the importance of corporate culture EXCEPT;

Berdasarkan pernyataan berikut adalah kenyataan budaya korporat KECUALI;

A. The culture decides the way employees interact at their workplace.

Budaya menentukan cara pekerja berinteraksi di tempat kerja.

B. The culture also goes a long way in promoting healthy competition at the workplace.

Budaya juga seiring dalam mempromosikan persaingan sihat di tempat kerja.

C. The work culture goes a long way in vreating the brand image of the organization.

Budaya bekerja seiring dalam membentuk imej jenama bagi organisasi.

D. The organization culture brings all the employees on over-extra platform.★

12. A theory Corporate Social Responsibility (CSR) which claims that business has a responsibility to do good is\_\_\_\_\_.

Teori Tanggungjawab Sosial Korporat yang menyatakan bahawa perniagaan mestilah bertanggungjawab melakukan kebaikan ialah\_\_\_\_\_.

A. moral minimum

Mempunyai nilai moral yang minima

B. corporate citizenship

Tanggungjawab korporat terhadap masyarakat★

C. stakeholder interest

Memenuhi kehendak pihak berkepentingan

D. maximizing profit

Memaksimakan keuntungan

13. According to the corporate governance, a company has many stakeholders to be maximized including\_\_\_\_\_.

Menurut tadbir urus korporat, sesebuah syarikat mempunyai banyak pihak berkepentingan untuk dimaksimumkan termasuklah\_\_\_\_\_.

A. management, customers, suppliers, international code

Pengurusan, pelanggan, pembekal, kod antarabangsa

B. customers, suppliers, government, national business

Pelanggan, pembekal, kerajaan, perniagaan kebangsaan

C. suppliers, government, communities, employees

Pembekal, kerajaan, masyarakat, pekerja★

D. management, customers, suppliers, communities

Pengurusan, pelanggan, pembekal, masyarakat

14. “ The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life”. This statement refers to\_\_\_\_\_.

“ Komitmen berterusan oleh perniagaan untuk bertindak secara beretika dan menyumbang kepada pembangunan ekonomi seterusnya meningkatkan kualiti hidup”.  
Kenyataan ini merujuk kepada\_\_\_\_\_.

A. corporate goals

Matlamat korporat

B. corporate governance

Tadbir urus korporat

C. corporate social responsibility

Tanggungjawab social korporat★

D. corporate ethical leadership

Kepimpinan beretika korporat

15. The process in which a leader identifies the problem, sets new policy and makes positive steps for correction is called\_\_\_\_\_.

Proses dimana seseorang ketua mengenal pasti masalah, menetapkan polisi baru dan membuat langkah positif kearah pembetulan dikenali sebagai\_\_\_\_\_.

A. confirmative action

Tindakan pengesahan

B. reverse action

Tindakan balik

C. affirmative action

Tindakan afirmatif★

D. protective action

Tindakan perlindungan



16. “ The greater the number of different individual dimensions, the more difficult it is to establish trust and respect”. This statement defines \_\_\_\_\_.

“ Semakin besar bilangan dimensi individu yang berbeza, semakin sukar untuk mewujudkan kepercayaan dan rasa hormat”. Pernyataan ini mendefinisikan \_\_\_\_\_.

A. diversity

Kepelbagaian★

B. equality

Persamaan

C. discrimination

Diskriminasi

D. differentiation

Perbezaan

17. \_\_\_\_\_ occurs whenever a person receives a benefit because he is the ‘correct categorization’ and fulfil the needs in his duty.

\_\_\_\_\_ terjadi apabila seseorang menerima kelebihan disebabkan dia merupakan kategori yang tepat dan memenuhi keperluan dalam tugasnya.

A. Specialty

Keistimewaan

B. Beneficial individual

Individu berkelebihan

C. Good treatment

Layanan Baik

D. Preferential Treatment

Layanan Istimewa/Berlebihan★

18. A good corporation governance can be determined by\_\_\_\_\_.

Satu tadbir urus yang baik boleh ditentukan melalui\_\_\_\_\_.

A. managing customers as the main stakeholder

Menguruskan pelanggan sebagai pihak berkepentingan utama

B. a set of instruction to be implemented in an organization

Satu set arahan untuk diamalkan dalam organisasi

C. a process by which middle management supervise the lower management

Satu proses dimana pengurusan pertengahan mengawalselia pengurusan bawahan

D. the system of rules, practices and processes by which a company is directed and controlled

System berperaturan, praktik dan proses dimana syarikat diarah dan dikawal★

19. Ethical leader has the following traits **EXCEPT**;

Pemimpin yang beretika memiliki sifat-sifat berikut **KECUALI**;

A. The ability to set a good example

Berkeupayaan untuk menjadi contoh yang baik★

B. Respect others

Menghormati orang lain

C. No tolerance for ethical violations

Tiada toleransi terhadap pelanggaran etika

D. Frequently changing the company direction

Sering mengubah halatuju syarikat

20. Which of the terms is NOT the best answer to describe the corporate culture?

Yang manakah berikut BUKAN jawapan terbaik yang menerangkan mengenai budaya

korporat?

A. Organization's founder.

Pengasas organisasi

B. Corporate success that strengthens the culture

Kejayaan korporat yang menguatkan budaya

C. Shared experiences that bond organizational members together.

Pengalaman yang dikongsi bersama oleh ahli-ahli dalam organisasi

D. Symbols, stories and ceremonies focusing on the spirit of the competitors.

Simbol, cerita dan keraian yang memfokuskan semangat pihak pesaing. ★

21. One of the characteristics of effective leader is\_\_\_\_\_.

Salah satu ciri ketua yang efektif ialah\_\_\_\_\_.

A. integrity

Integrity ★

B. discourage

Hilang keyakinan

C. complex

Kompleks

D. pessimistic

Pesimis

22. “Whenever a manager treats his secretary as a special assistant among all the staff”, the conflict refers to\_\_\_\_\_.

“Apabila seseorang pengurus memberi layanan kepada setiausahanya sebagai pembantu istimewa berbanding staf yang lain”, konflik ini merujuk kepada\_\_\_\_\_.

A. interest

Minat

B. personal

Peribadi★

C. financial

Kewangan

D. internal

Dalaman

23. Which of the following best describe the definition of agent’s power?

Manakah jawapan yang menerangkan definisi terbaik mengenai kuasa agen?

A. To review all the purposes of management duty.

Untuk menyemak semua perkara berkaitan tugas pengurusan.

B. To attend all the meeting provided by a company.

Untuk menghadiri semua mesyuarat yang dibuat oleh syarikat

C. To enter into a binding contract with a third party.

Untuk mengikat kontrak dengan pihak ketiga★

D. To chair all the financial statement of the company.

Untuk mempengerusikan semua penyata kewangan syarikat.

24. Principle of \_\_\_\_\_arises whenever one party delegates decision-making authority or control over resources to another.

Prinsip \_\_\_\_\_ wujud apabila satu pihak menurunkan kuasa dalam membuat keputusan atau kawalan atas sumber-sumber kepada pihak lain.

A. agency

Agensi★

B. stakeholder

Pihak berkepentingan

C. shareholder

Pelabur

D. tendency

Kecenderungan

25. Two or more managers claim authority for the same activities which leads to conflict between the managers and workers. Source of the conflict is\_\_\_\_\_.

Dua atau lebih pengurus diberikan kuasa atas aktiviti-aktiviti yang sama akan menyebabkan timbulnya konflik di kalangan para pengurus dan pekerja. Punca konflik adalah\_\_\_\_\_.

A. task interdependencies

Kebergantungan tugas

B. overlapping authority

Pertindihan kuasa★

C. different goals and time horizons

Perbezaan matlamat dan liputan masa

D. different evaluation or reward systems

Perbezaan penilaian atau system ganjara

**SECTION B: 75 MARKS**

**BAHAGIAN B: 75 MARKAH**

**INSTRUCTION:**

This section consists of **THREE (3) ESSAYS**. Answer **ALL** questions.

**ARAHAN :**

*Bahagian ini mengandungi TIGA (3) ESEI. Jawab SEMUA soalan.*

**QUESTION 1**

- (a) Describe these terminologies:  
*Terangkan terminologi berikut:*

(i) Business Ethics ( 2 marks )  
*Etika Perniagaan ( 2 markah )*

(ii) Laws ( 3 marks )  
*Undang-undang ( 3 markah )*

- (b) Elaborate the following theories:  
*Jelaskan mengenai teori-teori berikut:*

(i) Utilitarian (5 marks)  
*Utilitarian (5 markah)*

(ii) Egoism (5 marks)  
*Egoism (5 markah)*

c) Differentiate **FIVE (5)** characteristics between an effective leader and an ethical leader.

*Bezakan LIMA (5) ciri di antara pemimpin berkesan dan pemimpin beretika.*

[10 marks]

[10 markah]

## QUESTION 2

(a) Corporate companies play important role to harmonise their stakeholders. Activities undertaken by a company to operate in an economic, social and environmentally sustainable manner is known as corporate social responsibility (CSR). Interpret **FIVE (5)** reasons why CSR is important for a company.

*Syarikat-syarikat korporat memainkan peranan penting dalam mengharmonikan pihakpihak yang berkepentingan dengan syarikat. Aktiviti-aktiviti yang dijalankan oleh sesebuah syarikat untuk melancarkan operasi dalam ekonomi, sosial dan memastikan alam sekitar terpelihara dikenali sebagai tanggungjawab sosial korporat (CSR).*

*Interpretasikan LIMA (5) sebab CSR penting kepada sesebuah syarikat. (10 markah)*

(b) Relate **FIVE (5)** ways to build the effective corporate governance

*Kaitkan LIMA (5) cara untuk membina tadbir urus korporat yang berkesan*

(15 marks)

(15 markah)

### QUESTION 3

(a) List **FIVE (5)** kinds of conflict of interest in an organization.

*Senaraikan LIMA (5) jenis konflik kepentingan dalam sesebuah organisasi*

(5 mark)

(5 markah)

b) Agency relationship arises whenever one party delegates decision-making authority or control over resources to another. Interpret **FIVE (5)** duties of an agent to the principal.

*Perhubungan agensi wujud apabila satu pihak menurunkan kuasa dalam membuat keputusan atau kawalan ke atas sesuatu sumber kepada pihak lain.*

. Interpret **FIVE (5)** duties of an agent to the principal.

*Interpretasikan LIMA (5) ajen kepaajen kepada principal*

(10 mark)

(10 markah )

(c) Illustrate any **FIVE (5)** ethical issues that occur at workplace with suitable example for each.

*Ilustrasikan LIMA (5) isu etika yang berlaku di tempat kerja dengan contoh yang bersesuaian bagi setiap satu.*

[10 marks]

[10 markah]

**SOALAN TAMAT**



## **SECTION B : 100 MARKS**

### **BAHAGIAN B : 100 MARKAH**

#### **INSTRUCTION :**

This section consists of **THREE (3) ESSAYS**. Answer **ALL** questions.

#### **ARAHAN :**

Bahagian ini mengandungi **TIGA (3) ESEI**. Jawab **SEMUA** Soalan.

#### **QUESTION 1**

##### **SOALAN 1**

a) Describe these terminologies:

i. Business ethics

- Business ethics are moral principles that guide the way a business behaves.
- Ethics guide the action of what is right or wrong, treat staff fairly, a good condition of customers' service, quality product

ii. Laws

- System of rules that a particular country or community recognizes are regulating the actions of its members
- Enforce by the imposition of penalties.
- They were taken to court for breaking the law , proper produceduere to obey, involve many parties

b) Elaborate the following theories:

i. Utilitarian

- Moral theories that assert an action's rightness
- Determinted by the actual or probable consequences that the action will have for the greatest number of people affected by that action.
- Utilitarian theories hold that the moral worth of actions or practices.
- Utilitarian also determined solely by their consequences.
- An action or practice is right if it leads to the best possible balance of good consequences over bad consequences for all the parties affected.

ii. Egoism

- A moral theory that contends all choices either involve or should involve self- promotion as their sole objective
- Everyone is always motivated to act in his or her on perceived self-interest.
- The only valid standard of conduct is the obligation to promote one's own well- being above everyone else's
- Ethical egoists believe that people should not to be their brother's keeper.
- People do not completely understand the true needs of others

**QUESTION 1(C)**

Differentiate FIVE (5) characteristics between an ethical leader and an effective leader.

<b>Ethical leader</b>	<b>Effective leader</b>
Strive for fairness	Strive for profit and quality
High commitment	High commitment for excellent achievement (target)
Show respect for each individual	Direct the employees for to achieve organization's goals
Encourage and develop others	Lead employees for the best output
High integrity	Ambitious to fulfil the organization's success

**QUESTION 2 (a)**

Corporate companies play important role to harmonise their stakeholders. Activities undertaken by a company to operate in an economic, social and environmentally sustainable manner is known as corporate social responsibility (CSR). Interpret FIVE (5) reasons why CSR is important for a company.

**1. Increase quality of life**

- Activities that important and can enhance the quality of public life (hospital, school, highway)

**2. Solve the social problem**

- Activities to help organizations hire & retain people (employment, social problems)

**3. Encourage R&D activities**

- Activities to contribute to business performance (R&D, profitable )

#### **4. Increase economic development**

- Activities to assist in economic development (GNP)

#### **5. Prevent pollution environment**

- Activities to sustain the environment (non-pollution, re-cycle )

### **QUESTION 2(B)**

Relate FIVE (5) ways to build an effective corporate governance.

#### **1. Recognise that good governance is not just about compliance**

- Boards need to balance conformance
- As part of this process, board needs to elaborate its position and may management.
- These specific will vary from board to board. Knowing the role of the board and who does what relation to governance goes a long way towards maintaining a good relationship between the board and management.

#### **2. Clarify the board's role in strategy**

- It is generally accepted today that the board has a significant role to play in the formulation and adoption of the organization's strategic direction .
- The extent of the board's contribution to strategy will range from approval at one end to development at the other.
- Each boards must determine what role is appropriate for it to undertake and clarify this understanding with management.

#### **3. Monitor organisational performance**

- Monitoring organisational performance is an essential board function and ensuring legal compliance is major aspect of the board's monitoring role.
- It ensures that corporate decision making is consistent with the strategy of the organisation and with owners' expectations. This is best done by identifying the organisation's key performance drivers and establishing appropriate measures for determining success.
- As a board, the directors should establish an agreed format for the reports they monitor to ensure that all matters that should be reported are in fact reported

#### **4. Understand that the board employees CEO**

- In most case, one of the major functions of the board is to appoint, review, work through and replace (when necessary), the CEO.
- The board/CEO relationship is crucial to effective corporate government because it is the link between the board's role in determining the organisation's strategic direction and management's role achieving corporate objective

#### **5. Recognize that the governance of rise is a board responsibility**

- Establishing a sound system of risk oversight and management and internal control is another fundamental role of the board
- effective risk management supports better discussion making because it develops a deeper insight into the risk-reward trade-offs that all organisations face

#### **6. ensure the directors have the information they need**

- better information means better discussions. Regular board papers will provide directors with information that the CEO or management team has decided they need. But directors do not all have the same informational requirements, since they differ in their knowledge, skills, and experience.
- Briefings, presentations, site visits, individual director development programmes, and so on call all provide directors with additional information. Above all, directors need to be able to find answers to the questions they have, so an access to independent professional advice policy is recommended.

#### **7. Build and maintain an effective governance infrastructure**

- Since the board is ultimately responsible for all the actions and decisions of an organisation, it will need to have in place specific policies to guide organisational behaviour.
- To ensure that the line of responsibility between board and management is clearly delineated, It is particularly important for the board to develop policies in relation to delegations.

#### **8. Appoint a competent chairperson**

- Research has shown that board structure and formal governance regulations are less important in preventing governance breaches and corporate wrongdoing than the culture and trust created by chairperson.
- As the "leader" of the board, the chairperson should demonstrate strong and acknowledge leadership ability, the ability to establish a sound relationship with the CEO, and have the capacity to conduct meetings and lead group decision-making processes.

### QUESTION 3(a)

List FIVE (5) kinds of conflict of interest in an organization.

1. Incompatible goals and time horizons
2. Status inconsistencies
3. Scarce resources
4. Incompatible evaluation or reward system
5. Task interdependencies

### QUESTION 3(b)

Agency relationships arise whenever one party delegates decision-making authority or control over resources to another. Interpret **FIVE (5)** duties of an agent to the principal.

#### 1. To obey instructions

- Agent has to fulfil the principal order and implement all the tasks given according to the contract

#### 2. To exercise care and skill

- Agent must have a good concentration for any job given and cover it according to the job contract

#### 3. To avoid conflict of interest

- Agent has to try their best and not to make any conflict of interest that may cause any difficulties to the principal.

#### 4. Not to make a secret profit

- Agent may not make any secret profit or any extra profit regarding his tasks, has to be informed to the principal

#### 5. No bribes

- Agent of course not to take any bribes or extra charges from third parties.

#### 6. Account for actions

- Agent has to be responsible for any actions and should find the best way to solve any problem that exists.

### **QUESTION 3 (C)**

Illustrate any FIVE (5) ethical issues that occur at workplace with suitable example for each .

#### **1. Child labour**

- Some of the employer may use the child labour that may not be covered by laws or healthy conditions.

#### **2. Woman**

- Some organizations may discriminate between woman and man because of physical factor, maternity leave, job scope or other commitments.

#### **3. Disable person**

- Not many organizations or employers that give a quota or priority for disable workers to work in their organizations and provide special facilities

#### **4. Conflict of interest**

- Some of the leaders/managers/supervisors or etc may lead in their own ways and some of the command or order may be bias, overlapping authority or conflict of interest.

#### **5. Unfair performance appraisal**

- Every company or organization has their own performance appraisal for workers. Some may be evaluated by group/ teamwork while others by individual performance.