



UTHM

Universiti Tun Hussein Onn Malaysia

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER II
SESSION 2016/2017**

COURSE NAME : ORGANIZATIONAL BEHAVIOR
COURSE CODE : BPB 20503
PROGRAMME CODE : BPA
EXAMINATION DATE : JUNE 2017
DURATION : 2 HOURS 30 MINUTES
INSTRUCTION : ANSWER ALL QUESTIONS

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THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

- Q1** Avenger Sdn Bhd. wants to introduce a new procedure to improve how customer requests are handled. This change will require employees to break old routines and adopt new role patterns.
- (a) Illustrate the **THREE (3)** stages of Lewin's force field analysis model based on the scenario. (6 marks)
 - (b) Explain **THREE (3)** primary reasons employees' resistance to change. (9 marks)
 - (c) Discuss **SIX (6)** strategies for reducing restraining forces. (18 marks)
- Q2** Avenger Sdn. Bhd. and Toys Story Sdn. Bhd. are considering a merger and are unsure whether their two organizations will have a difficult time with clashing cultures. They perform a detailed diagnosis collecting and analysing the gathered data about the two merging companies. They identify a several overlapping values which they feel that they can effectively meld into a cohesive new culture.
- (a) Recommend the best strategy to merge these two companies' cultures with justification. (8 marks)
 - (b) Discuss **FOUR (4)** strategies for changing and strengthening organisational culture of the newly merged company. (12 marks)

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- Q3** Calls Sdn Bhd. is a telephone company with a policy of filling positions internally through promotions, rather than hiring from outside. Until recently, the company had a strong engineering focus and tended to promote people into senior executive positions from the engineering areas. Consequently, almost all of the company's 14 senior executives joined the company over 20 years ago in junior engineering positions. There is increasing pressure on Calls Sdn Bhd. to become more marketing and service-oriented. As a result, four people were hired last year from consumer products and retail firms to fill new senior executive positions in marketing and service management. The external hires were necessary because current employees were not sufficiently qualified. Now there are signs of tension among senior executives, particularly during budget deliberations where there is limited discretionary spending on new corporate activities. The four new hires have been frustrated in their attempts to have the company put more money into marketing and customer services instead of technology investment and blame the senior executives for being hard-headed. The conflict episodes are viewed by both sides as personal attacks rather than attempts to resolve the problem

- (a) Identify the type of conflict that Calls Sdn Bhd. is experiencing with justification. (5 marks)
- (b) Identify the type of interdependence when the marketing executives and the other executives operate independently. However, they share the resources and money in the organisation. (5 marks)
- (c) Discuss **FIVE (5)** types of conflict resolution that could be used to manage conflict. (15 marks)

- Q4** (a) Krystal's boss in the accounting department initially rejected her proposal for a new budgeting process. So Krystal spoke to and received support from the heads of two departments that would benefit from the proposed budgeting process. She also found support from several co-workers in the accounting department because they believed the new budgeting process would be simpler and fairer. When Krystal's boss realized that several key people supported the new budgeting system, he agreed to test it in a pilot project

Identify the form of influence Krystal is using.

(5 marks)

- (b) Janet works on a team of 15 people working in research and development for a toymaker. They have weekly meetings to discuss new toy ideas. Occasionally, Janet will have a good idea that she wishes to discuss, but it takes too long for all her other teammates to finish talking that she will often just not bother to bring it up. Occasionally, there are arguments about which new project should have the most resources devoted to it, but Janet finds her coworkers always maintain respect for each other and work out a solution.

Explain the problem that Janet is facing in expressing her ideas.

(5 marks)

- (c) Creative Sdn Bhd. wants to introduce practices that would enhance creativity among employees in solving some of the financial institution's ongoing work process problems.

Describe **THREE (3)** types of activities that encourage creativity including a specific example of things that might be done in each activity.

(12 marks)

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- END OF QUESTIONS -