



# UTHM

Universiti Tun Hussein Onn Malaysia

## UNIVERSITI TUN HUSSEIN ONN MALAYSIA

### FINAL EXAMINATION SEMESTER I SESSION 2018/2019

COURSE NAME : ORGANIZATIONAL BEHAVIOR  
COURSE CODE : BPB 20503  
PROGRAMME CODE : BPA  
EXAMINATION DATE : DECEMBER 2018 / JANUARY 2019  
DURATION : 2 HOURS 30 MINUTES  
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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**Q1** Suppose that you are operation manager of branch services at the Hotel Selesa. You notice that several branches have consistently low customer service ratings, even though there are no apparent differences in resources or staff characteristics. You have decided to apply the appreciative inquiry process to improve the situation.

- (a) Define appreciative inquiry. (2 marks)
- (b) Illustrate **FOUR (4)** stages of appreciative inquiry process with examples related to this scenario. (20 marks)
- (c) Describe **THREE (3)** reasons of employee resistance to change. (6 marks)

**Q2** Employees at a specialty steel company are divided into the ‘hot end’ and the ‘cold end’ of the production process. The hot end forms the steel rods that make their way down the line to the cold end, where they are packed for shipment to clients. Employees at the cold end are primarily responsible for quality control because they are the last ones to see the product before it leaves the plant. Their performance is measured by an index of customer complaints and returns, so they are motivated to reject any rods that don't meet quality standards. But employees at the hot end of the production line earn bonuses based on their output and rejection rate. The fewer rods rejected by employees at the cold end, the fatter the bonuses of employees at the hot end. This creates conflict between the hot-end and cold-end employees. Hot-end employees complain that their cold-end colleagues are too fussy about product quality. Cold-end employees do not like the hot-end employees questioning their quality control decisions.

- (a) Discuss **THREE (3)** sources of conflict in this situation. (12 marks)
- (b) Describe **FOUR (4)** conflict resolutions to overcome this conflict. (10 marks)

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**Q3** Barbara has been hired as a brand manager for a large consumer product company. Her job mainly involves encouraging the advertising and production groups to promote and manufacture product more effectively. However, these departments are not under her direct authority, though company procedures indicate that they must complete certain tasks requested by brand manager in the capacity of a person, team, and organization to influence others.

(a) Describe **THREE (3)** sources of power that Barbara can use to ensure that the production and advertising department may help her make and sell her products effectively.

(9 marks)

(b) Discuss **FOUR (4)** types of influence tactics that can be used by Barbara to carry out her mission.

(12 marks)

**Q4** A new appointed officer has been asked by senior officers of a city government to identify ways to reinforce a new culture of teamwork and collaboration. The senior executive group clearly support these values, but they want everyone in the organization to embrace them.

(a) Define culture.

(2 marks)

(b) Explain **THREE (3)** important functions of organizational culture.

(12 marks)

(c) Discuss **THREE (3)** stages of organizational socialization process for new at the city government offices.

(15 marks)

**- END OF QUESTIONS -**

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