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Universiti Tun Hussein Onn Malaysia

**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER I  
SESSION 2019/2020**

COURSE NAME : ORGANIZATIONAL BEHAVIOR  
COURSE CODE : BPB 20503  
PROGRAMME CODE : BPA  
EXAMINATION DATE : DECEMBER 2019 / JANUARY 2020  
DURATION : 2 HOURS AND 30 MINUTES  
INSTRUCTION : ANSWER ALL QUESTIONS

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THIS QUESTION PAPER CONSISTS OF **FOUR (4)** PAGES

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**Q1 (a)** New employees acquire the attitudes, behavior and knowledge they need to participate as organizational member through a process known as socialization. From newcomers' perspective, effective organizational socialization may reduce not only their withdrawal behavior, but also their anxieties about fitting in and performing well in the organization.

(i) Sketch a diagram to explain the organizational socialization. (4 marks)

(ii) Discuss **THREE (3)** stages of organizational socialization with examples. (9 marks)

(b) Along with changing and strengthening an organization's culture, manager need to keep an eye on culture throughout the process of merger and acquisition.

Discuss **FOUR (4)** strategies for merging different organizations culture. (10 marks)

**Q2** Senior management of a large multinational corporation is planning to restructure the organization. Currently the organization is decentralized around geographic areas so that the executives responsible for each area has considerable autonomy over manufacturing and sales. The new structure will transfer power to executive responsible for different product groups in which the executives responsible for geographic area will no longer be responsible for manufacturing in their area but will retain control over sales activities.

(a) Discuss **FIVE (5)** reasons why the executives might resist the organization change based on scenario in **Q2**. (10 marks)

(b) Recommend **FIVE (5)** organizational strategies for minimizing resistance to change in **Q2(a)**. (10 marks)

(c) Describe **THREE (3)** elements of Lewin Force Field analysis model to view changes process with examples. (9 marks)

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**Q3** (a) Aden recognizes that his firm is plagued by organizational politics. He is not good at playing games and instead frequently engages in defensive behaviors in order to protect himself and protect his interest. Aden is frustrated because he believes that he has little control over his environment and the environment is uncomfortable to him.

(i) Define organizational politics.

(1 mark)

(ii) Suggest **FOUR (4)** organizational strategies to minimize organizational politics with examples.

(8 marks)

(b) Power is a capacity to influence other. It exists when one party perceives that he or she is dependent on the other for something of value. However, the dependent person must also have countervailing power to main relationship and the parties must have some level of trust.

Discuss **FOUR (4)** contingencies of power with examples.

(8 marks)

(c) Ally has been frustrated with the supervisor of Orangee Company on just about everything. The conflict episodes are viewed by both sides as personal attacks rather than attempts to resolve problems.

Describe **FIVE (5)** conflict handling styles that could be used by Ally to resolve the problem with examples.

(10 marks)

**Q4** (a) Your organization is considering the use of team decision making. You have read extensively the literature on team and are trying to inform your manager about the advantages of team decision making. One of the criteria of team is team cohesion.

(i) Explain **FOUR (4)** constraints of team decision making.

(4 marks)

(ii) Discuss **FOUR (4)** team processes that influence to team effectiveness.

(8 marks)

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- (b) Explain the following with an example;
- (i) Escalation of commitment
  - (ii) Intuition decision making
  - (iii) Social loafing

(9 marks)

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**-END OF QUESTIONS-**