



**UTHM**

Universiti Tun Hussein Onn Malaysia

**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER I  
SESSION 2021/2022**

COURSE NAME : ORGANISATIONAL THEORY AND  
BEHAVIOUR IN TVET

COURSE CODE : PBD11404

PROGRAMME CODE : PBD

EXAMINATION DATE : JANUARY / FEBRUARY 2022

DURATION : 3 HOURS

INSTRUCTIONS : 1. ANSWER **ALL** QUESTIONS  
2. THIS FINAL EXAMINATION  
IS AN ONLINE ASSESSMENT  
AND CONDUCTED VIA **CLOSED  
BOOK**

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

**CONFIDENTIAL**

- Q1 (a) Illustrate in a graphical form, the disciplines that contribute to the study of Organisational Behaviour. (13 marks)
- (b) Explain **FOUR (4)** key forces affecting organizational behavior. (12 marks)
- Q2 (a) Explain the Reinforcement Theory of Motivation in terms of the relationship between behavior and it's consequences on employees of organisations. (7 marks)
- (b) Describe methods and examples for motivating the behavior of employees of organisations using the above theory. (8 marks)
- (c) Contrast Theory X and Theory Y and describe the importance of both the theories. (6 marks)
- (d) If one of your employees who is usually a good worker but lately suffers from performance deterioration, what two things you might say to that employee if you are a Theory X manager and two things you might say if you are a Theory Y manager? (4 marks)
- Q3 Hashim has been with Syarikat Majujaya for a long time and has been promoted to the position of Head of Engineering eight months ago. He has been an amicable person, always wanting to learn new things and sharing them with others; qualities that made him very approachable and given this promotion.
- Rahmat, the Managing Director at the company, who is very familiar with Hashim since their early years together at the company, was shocked when recent feedbacks from Hashim's subordinates painted Hashim as a person who refuses to listen to their ideas, withholds important information and creates conflicts with other divisions in the company. Aminah, another Assistant Manager of the company noted that Hashim has changed into one that adopts a forcing and controlling style, and strict with deadlines, and doesn't accept any queries or excuses.
- After a discussion with Hashim, Rahmat felt that one of the causes of Hashim's behaviour could be Role Ambiguity. He concluded this when Hashim said "My team is good, however, they expect me to behave as I was before. I am trying to convince them that in my new role I am expected to perform even better than before".

- (a) Assuming that Rahmat is right that Hashim's role ambiguity has cause change in Hashim's behaviour,
- (i) explain possible reasons for this role ambiguity (5 marks)
  - (ii) provide **THREE (3)** general situations that can cause role ambiguity. (6 marks)
- (b) Discuss **SEVEN (7)** ways companies like Syarikat Majujaya can avoid such problems in future? (14 marks)
- Q4 (a) State **FOUR (4)** important aspects of managing digital organisations. (4 marks)
- (b) List **FOUR (4)** desirable attributes of leaders of digital organisations. (4 marks)
- (c) Describe VUCA and ways that leaders can address VUCA. (5 marks)
- (d) Organisational transformation and advances in communications and digital technology over the years have seen four phases of organisational changes i.e. 'local and functional', 'remote and virtual', 'matrix' and 'digital'. Contrast these four phases in terms of
- (i) Key challenges that organisations face (4 marks)
  - (ii) Focus of leaders (4 marks)
  - (iii) Nature of collaboration (4 marks)

- END OF QUESTIONS -