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Universiti Tun Hussein Onn Malaysia

**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

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

COURSE NAME : ORGANIZATIONAL BEHAVIOR

COURSE CODE : BPB 20503

PROGRAMME CODE : BPA

EXAMINATION DATE : JULY 2022

DURATION : 3 HOURS

INSTRUCTION : 1. ANSWER ALL QUESTIONS  
2. THIS FINAL EXAMINATION IS CONDUCTED VIA **CLOSED BOOKS.**  
3. ALL STUDENTS ARE **PROHIBITED** TO CONSULT THEIR OWN MATERIAL OR ANY EXTERNAL RESOURCES DURING THE EXAMINATION VIA CLOSED BOOK

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

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**Q1** Web Circuits is a Malaysian-based high technology manufacturer. The senior management of Web Circuits plan to introduce lean management practices to reduce production cost. These practices require tough cost-cutting measures taken at each production department.

(a) Illustrate with diagram the dynamics of organizational change at Web Circuits using Lewin's force field analysis.

(5 marks)

(b) Discuss **TWO (2)** types of resistance that the senior management might encounter from this organizational change.

(6 marks)

(c) Discuss **TWO (2)** organizational development (OD) strategies to ensure diffusion of change efforts could be more successful.

(6 marks)

(d) Organizational change often requires changing or strengthening organizational culture.

Recommend **TWO (2)** strategies that could be used to strengthen the lean management culture at Web Circuits.

(8 marks)

**Q2** Teams are set to play a critical role in the organization of the future. In fast-moving markets, traditional hierarchical structures are giving way to agile teams that can respond quickly to new challenges, solve problems and innovate at speed. However, conflict and miscommunications in teams could hinder team effectiveness.

*(Source: [www.hult.edu/blog/2021](http://www.hult.edu/blog/2021))*

(a) Illustrate using diagram of team development where the source of conflict could occur.

(5 marks)

(b) Describe **FIVE (5)** Cs of team effectiveness model with examples.

(10 marks)

(c) Discuss **FOUR (4)** influences on effective communication encoding and decoding.

(10 marks)

**Q3** Research shows that people with power tend to express gratitude less than those without it. In organizations, this can result in employees feeling underappreciated and, in some cases, more likely to quit. To develop better habits around gratitude, leaders should understand the outsized impact of “thank you” can have, particularly in the era of remote working environment. If your boss doesn’t thank you enough, you can take steps to boost gratitude in your own life. Consider reaching out to old bosses and colleagues to say thank you and rekindle connections, or vocally boost the contributions of low-power employees in workplace settings.

*(Source: Adapted from Anicich & Lee, 2022)*

- (a) Discuss **FOUR (4)** contingencies of power with examples. (10 marks)
- (b) Describe **FOUR (4)** elements of transformational leadership with examples. (10 marks)
- (c) Leaders usually have capacity to influence others in the decision making process. However, their decision might not be evaluated very well due to escalation of commitment.
  - (i) Define escalation of commitment (2 marks)
  - (ii) State **THREE (3)** causes that lead to escalation of commitment. (3 marks)

**Q4** Aydin have just been hired as a human resource manager in Glocal Corporation, a company that manufacturers glass bottles. Recently, number of cases related to counterproductive behavior were reported. Aydin need to investigate causes of these cases.

- (a) Discuss **FOUR (4)** factors using MARS model that influence employees in Glocal Corporation to conduct the counterproductive behavior with examples. (10 marks)
- (b) Illustrate the MARS model diagram to show influencing factors of employee’ counterproductive behavior. (5 marks)

- (c) Aydin found out that employees have different perception on how they are being treated, which cause them to felt dissatisfaction. However, he realizes that some of them were biased in making their own perception.

Describe **FOUR (4)** perceptual effects that lead to bias in employees' perception.  
(10 marks)

– END OF QUESTIONS –

