



# UTMH

Universiti Tun Hussein Onn Malaysia

## UNIVERSITI TUN HUSSEIN ONN MALAYSIA

### FINAL EXAMINATION SEMESTER II SESSION 2022/2023

- COURSE NAME : ORGANIZATIONAL BEHAVIOR
- COURSE CODE : BPB 20503
- PROGRAMME CODE : BPA
- EXAMINATION DATE : JULY / AUGUST 2023
- DURATION : 3 HOURS
- INSTRUCTIONS :
1. ANSWER ALL QUESTIONS
  2. THIS FINAL EXAMINATION IS CONDUCTED VIA **CLOSED BOOK**
  3. STUDENTS ARE **PROHIBITED** TO CONSULT THEIR OWN MATERIAL OR ANY EXTERNAL RESOURCES DURING THE EXAMINATION CONDUCTED VIA CLOSED BOOK

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

**TERBUKA**

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**Q1** When a major international manufacturer needed to produce a new product quickly, the project manager assembled a team of employees from Malaysia and Australia. From the start the team members could not agree on a delivery date for the product. The Malaysian thought the work could be done in two to three weeks whereas the Australian predicted it would take two to three months. As time went on, the Australian team members proved reluctant to report setbacks in the production process, which the Malaysian team members would find out about it only when work was due to be passed to them. As tensions mounted, conflict over delivery dates and feedback became personal, disrupting team members' communication about even mundane issues. The project manager decided he had to intervene in order to make sure all team members able to produce the new product as planned.

*(Source: Adapted from Brett et al., 2006)*

- (a) Outline the team members' behavior at each stage of team's development process. (10 marks)
- (b) Describe **FOUR (4)** appropriate interpersonal conflict handling styles that could be used by both Malaysian and Australian members to minimize the conflict. (10 marks)
- (c) Outline **TWO (2)** main interventions with examples that can be applied by the project manager as third-party to help the parties resolve their conflicts. (5 marks)

**Q2** "Facing ever-stiffer competition and dizzying change, companies must alter course to stay competitive. But most change initiatives backfire. That is because many managers take a one-size-approach to combating resistance to change from employees."

*(Source: Donovan, 2008)*

- (a) Discuss **FIVE (5)** reasons why employees resist to change. (10 marks)
- (b) Describe **THREE (3)** soft influence tactics that should be implemented based on the answer in **Q2(a)** with examples. (9 marks)
- (c) Determine **TWO (2)** consequences of soft influence tactics based on the answer in **Q2(b)** with examples. (6 marks)

**Q3** “Starbucks was founded around the experience and the environment of their stores. Starbucks was about a space with comfortable chairs, lots of power outlets, tables and desks at which we could work and the option to spend as much time in their stores as we wanted without any pressure to buy. The coffee was incidental.”

*(Source: Simon Sinek, 2021)*

- (a) List **FOUR (4)** categories of artifacts at Starbucks with examples. (8 marks)
- (b) Discuss **FOUR (4)** strategies that Starbucks could employ to strengthen its culture including the application of attraction-selection-attrition theory. (12 marks)
- (c) Determine the best organizational culture merging strategy for Starbucks if they would acquire a local coffee outlet chain in Malaysia. (5 marks)

**Q4** “The very essence of leadership is that you have to have vision. You can’t blow an uncertain trumpet.”

*(Source: Theodore M. Hesburgh, 2023)*

- (a) Discuss leadership theory where vision is one of its most distinctive elements. (3 marks)
- (b) Discuss **FOUR (4)** elements of transformational leadership with examples. (12 marks)
- (c) Describe **FIVE (5)** leadership competencies necessary to ensure effective leadership. (10 marks)

– END OF QUESTIONS –