



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER II
SESSION 2023/2024**

- COURSE NAME : ORGANIZATIONAL BEHAVIOR
- COURSE CODE : BPB 20503
- PROGRAMME CODE : BPA
- EXAMINATION DATE : JULY 2024
- DURATION : 3 HOURS
- INSTRUCTIONS :
1. ANSWER ALL QUESTIONS
 2. THIS FINAL EXAMINATION IS CONDUCTED VIA
 - Open book
 - 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**.

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Q1 Zara, Afiq, Lisa, Wong and Theeba work in different departments at SAR Communication, Inc. While Zara and Afiq are new hires, Lisa, Wong and Theeba joined the company more than three years ago. The company president asked this group to work on a project proposed by a new client, the Talkative. As a not-for-profit organization, the Talkative depends on volunteers. Its organizational goals include raising awareness about healthy lifestyle, as well as raising money for health education and research of this health issue. Besides this information, the group members knew no project details until they met their appointed Talkative representative. No different from most group members meeting for the first time, Zara, Afiq, Lisa, Wong and Theeba felt nervous about the project. Zara and Afiq had not worked together on a project before. Wong and Theeba had experienced poor group relations at their prior employment organizations, where one or two group members completed most of the work and thus carried the load for the rest. Mr. Wetler, promotions director for the Talkative, entered the meeting room with lots of handouts and a prepared presentation explaining the organization’s mission and the multiple projects it needed the work group to complete. The first project, a “walk- and run-a-thon event,” would be held in the summer, allowing the group just three weeks to design the event.

(a) Draw a diagram to explain the organizational socialization that will be gone through by Zara and Afiq as discussed in the scenario in **Q1**.

(4 marks)

(b) Discuss **THREE (3)** stages of organizational socialization process for Zara and Afiq that can be adopted in embracing the new culture of teamwork and collaboration at the SAR Communication, Inc.

(9 marks)

(c) Mr. Wetler found out that the team members for the current project is lacking with the team cohesion.

Discover **SIX (6)** influences of team cohesion that lead to improve the team motivation in performing the given projects.

(12 marks)

Q2 Today, the business environment witnesses a profound shift towards digitalization and remote work models, accelerated by ongoing technological advancements and the lessons learned from the COVID-19 pandemic. Companies increasingly prioritize flexibility and agility, embracing hybrid work setups and digital collaboration tools to adapt to changing market dynamics and meet evolving customer needs.

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

(9 marks)

(b) Explain **THREE (3)** approaches to create an urgency for change with examples.

(9 marks)

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- (c) Examine **FOUR (4)** organizational strategies for minimizing resistance to change.

(8 marks)

Q3 Organizations of the future are increasingly exhibiting digital characteristics in various shades and intensity. They also possess certain characteristics and capabilities to survive. They are flexible and tolerant of ambiguity, develop and deliver products and services to meet customers' expectations, unlock business performance and improve organizational maturity.

(Source: futureofcio.blogspot.com.)

- (a) Propose most appropriate leadership perspective to be applied in future with **TWO (2)** justifications.

(9 marks)

- (b) Discuss **FOUR (4)** contingencies of power by giving examples for each.

(8 marks)

- (c) Explain **FOUR (4)** elements of persuasion by giving examples for each.

(8 marks)

Q4 Sarah and Johan are colleagues working together on a new product development project. As the project progresses, differences in their work styles and approaches become evident. Sarah prefers to plan meticulously and follow a structured timeline, while Johan prefers a more spontaneous approach, often making decisions spontaneously. Their conflicting work styles lead to tension and disagreements about project direction and deadlines. Sarah feels frustrated by Johan's perceived lack of commitment, while Johan feels constrained by Sarah's rigid approach.

- (a) Identify **TWO (2)** types of conflict in the scenario in **Q4**.

(4 marks)

- (b) Illustrate the conflict process model with their consequences.

(5 marks)

- (c) Discuss **FIVE (5)** interpersonal conflict-handling styles for the scenario in **Q4**.

(10 marks)

- (d) Examine the best interpersonal conflict-handling style based on answer in **Q4(c)** with justification.

(5 marks)

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- END OF QUESTIONS -