

**CONFIDENTIAL**



**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER II  
SESSION 2017/2018**

COURSE NAME : ORGANIZATIONAL BEHAVIOR  
COURSE CODE : BPB 20503  
PROGRAMME CODE : BPA  
EXAMINATION DATE : JUNE / JULY 2018  
DURATION : <sup>2</sup>~~TWO~~ HOURS <sup>30</sup>~~THIRTY~~ MINUTES  
INSTRUCTION : ANSWERS ALL QUESTIONS

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

**TERBUKA**

**CONFIDENTIAL**

**Q1** Until recently, employees at a regional building of a large telephone company were throwing out nearly two tonnes of rubbish every day. To reduce the amount of waste at the 12-storey building, a special task force was set up consisting of respected employees representing most areas within the building. The task force reviewed practices in other organisations and developed action plans to implement the changes. Employees received weekly information via email during the two months before the program started about what changes they should expect. Employees attended special sessions that showed them how to reduce paper waste by using both sides of paper, using scrap paper as memo pads, reusing office envelopes and relying more on email and voice mail than written memos. A special telephone hotline was set up so that employees could get answers to questions about recycling and ease their concerns about the change. The program also created barriers to wasteful behaviour. Paper towels were replaced with electric hand dryers in the washrooms. Styrofoam cups were replaced with reusable mugs at each employee's desk. Wastepaper baskets in each cubicle were removed. In their place, employees were given tiny reusable bags to carry non-recyclables to specially marked trash cans located elsewhere in the building. The task force monitored waste every week and displayed the results on a large graph in the building entrance

(a) Discuss the **THREE (3)** strategies the company used to minimise resistance to change.

(15 marks)

(b) The taskforce consists of members from different departments throughout the organization where each of them has diverse background and expectations.

Discuss the **TWO (2)** strengths of heterogeneous teams.

(10 marks)

**Q2** The president of Advanced Systems Sdn. Bhd.. wants the company to have a strong organisational culture around a specific set of values. As a vice-president, you are concerned that the president may be trying to strengthen the culture too much.

(a) Describe **THREE (3)** potential problems with having a strong organisational culture.

(15 marks)

(b) Identify **FOUR (4)** conditions or events that potentially weaken the organisation's culture.

(20 marks)

TERBUKA

- Q3** (a) Many companies claim to have a team-based organisation, yet relatively few have actually adopted this form of departmentalisation.

Evaluate **THREE (3)** structural features that would suggest that a company has adopted a team-based organisational structure

(9 marks)

- (b) Discuss **FOUR (4)** external environments would a network structure be effective.

(12 marks)

- Q4** (a) List the four main elements of transformational leadership.

(4 marks)

- (c) NewTech Sdn Bhd. is searching for a new vice-president of marketing and wants to find someone with excellent leadership qualities. Along with evaluating each job candidate's past experience, NewTech intends to assess each candidate's leadership competencies.

Discuss **THREE (3)** leadership competencies that NewTech should be examining in each candidate.

(15 marks)

- END OF QUESTIONS -

TERBUKA