



UNIVERSITI TUN HUSSEIN ONN MALAYSIA
FINAL EXAMINATION
SEMESTER II
SESSION 2011/2012

COURSE NAME : **ORGANIZATIONAL BEHAVIOR**
COURSE CODE : **BPB 2053/ BPB 20503**
PROGRAMME : **2 BPA**
EXAMINATION DATE : **JUNE 2012**
DURATION : **3 HOURS**
INSTRUCTION : **ANSWER ALL QUESTIONS**

THIS QUESTION PAPER CONSISTS OF FOUR (4) PAGES

Q1 Due to a corporate restructuring, three of the six employees who work on your investment team have been transferred to other teams and replaced with three new recruits. Although the three new hires are experienced from other organizations, they are new to your organization and your team. Consequently, your team will pass through most stages of team development again.

(a) Describe **FOUR (4)** stages of team development that your team will probably experience after the new recruits join the team. Your answer should recognize that only half of your corporate investment team members are new while the others have been with the team and the organization for more than one year.

(12 marks)

(b) Explain **THREE (3)** factors that will influence the new team cohesiveness.

(6 marks)

(c) One of the limitation of team is the risk of productivity loss due to social loafing.

Define social loafing.

(2 marks)

Q2 A bread products manufacturer relies on maintenance employees to keep its rather old production equipment operating. Whenever the equipment breaks down, the maintenance team is able to repair the equipment quickly. However, they are less effective at avoiding these breakdowns and cannot predict when the equipment will break down. The maintenance group has modified the equipment over the years and the manufacturer of the production equipment is no longer in business. The maintenance employees teach each other how to repair the equipment but have refused to document any of this information saying that it is too difficult to document these details. The company owner has thought about firing the maintenance staff unless they document the maintenance procedures, but realizes that there is no one else who can repair the equipment.

(a) Describe **ONE (1)** source of power gained by the maintenance employees in this case.

(2 marks)

(b) Discuss **THREE (3)** contingencies of power among the maintenance employees in this situation.

(9 marks)

- (c) You have just been hired as a corporate attorney in this company. After joining this organization, you discover that the company does not apply certain technologies or practices that are now recommended by most people in bread manufacturing industry.

Discuss any **THREE (3)** different types of influence tactics that you might use effectively to have senior management introduce these technologies or practices.

(9 marks)

Q3 Youth-To-Youth Inc has two business units which operated in two different buildings in Kuala Lumpur. Both business units offered distinct products to customers and have a separate budget allocation. However, they must share training facilities located at headquarters which is also located in Kuala Lumpur. This often creates conflict because both business units tend to use the training facilities at the same time.

- (a) Discuss **THREE (3)** sources of conflict that existed in this situation.
(9 marks)

- (b) Discuss any **TWO (2)** interpersonal conflict handling style to overcome the conflict.
(5 marks)

- (c) Third-party conflict resolution is any attempt by relatively neutral person to help conflicting parties resolve their differences.

Differentiate **THREE (3)** types of third-party conflict resolution interventions.

(6 marks)

Q4 Senior executives in your organization want to strengthen teamwork as part of the company's culture. They have asked you to identify ways to communicate and reinforce this cultural value using artifacts as the primary means of communication.

- (a) Explain **FOUR (4)** categories of artifacts that might reinforce the teamwork culture.
(12 marks)
- (b) Identify how a company would maintain their culture using attraction-selection-attrition (ASA) theory.
(3 marks)
- (c) Discuss **TWO (2)** conditions or events that potentially weaken an organization's dominant culture.
(5 marks)

Q5 (a) A large hotel is experiencing conflict and organizational politics among its managers. The hotel's customer service ratings are suffering and managers are pointing to other departments as the cause of the problem. The conflicts and politics are further contributing to the customer service problems. The CEO of this hotel wants to apply the appreciative inquiry process to improve this situation.

Discuss the **FOUR (4)** stages of appreciative inquiry.
(12 marks)

- (b) Discuss any **TWO (2)** strategies for minimizing resistance to change using appropriate examples.
(5 marks)
- (c) State the **THREE (3)** stages of Lewin's Force Field Analysis Model.
(3 marks)

END OF QUESTION PAPER