



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
(ONLINE)
SEMESTER II
SESSION 2020/2021**

COURSE NAME : ORGANISATIONAL CONSTRUCTION
COURSE CODE : MPC 11803
PROGRAMME : MPC
EXAMINATION DATE : JULY 2021
DURATION : 3 HOURS
INSTRUCTION : ANSWER ALL QUESTIONS
OPEN BOOK EXAMINATION

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

TERBUKA
CONFIDENTIAL

- Q1** American organizational psychologist Bruce Tuckman presented a robust model in 1965 that is still widely used today. Interestingly enough, just as an individual moves through developmental stages such as childhood, adolescence, and adulthood, so does the creation of a group. While research has not confirmed that this is descriptive of how groups progress, knowing and following these steps can help groups be more effective. While research has not confirmed that this is descriptive of how groups creation progress, however, knowing and following these steps can help groups be more effective.

Interpret the first step of group creation.

(15 marks)

- Q2** With the inherent complexities of modern-day projects, the roles and responsibilities of a typical project manager are being redefined from traditional perceptions. Gone are the days when project managers were expected to deliver in defined contours. A successful project manager must possess many attributes that can directly or indirectly address the various needs of diverse stakeholders.

Effective leadership qualities are more important today than ever before as project managers are being asked to maximize outputs with constrained budgets, limited skilled resources and reduced timelines. The traditional top-down style of leadership has undergone a metamorphosis; over time, more collaborative approaches have evolved.

As a leader, a project manager is responsible for understanding the stakeholder matrix—and should have the capability to align their expectations with project requirements. The success of any project is primarily determined by a project manager's command over stakeholder engagement.

(Source: M.K. Ramesh, 2019)

As a project manager in a construction company, propose high performance leadership framework with examples.

(30 marks)

- Q3** The core of all successful organisations is the effectiveness with which people work together. Individuals have different characteristics and personalities, and the manner in which they interact is the key to meeting organisational objectives. This is the case for all organisations, in construction, which is complex and highly differentiated, with a wide range of specialists with disparate professional skills working in a highly integrated way to deliver projects successfully. Understanding how the people involved in construction behave and work together is necessary for projects to have successful outcomes.

(Lumen, 2019)

Outline the challenges that construction managers must face with regards to the variables that influencing the individual behavior in the construction projects team.

(25 marks)

- Q4** The continuing crisis of Coronavirus-19 disease (COVID-19) has changed our lives considerably. Hence, imposing the need for various modifications for organizations and individuals to cope up in this testing time. You work for a large group of contractors and most of whom belong to a partnership. As the company has grown, its structure has become more hierarchical.

Evaluate how virtual and matrix organizational structure are appropriate in this pandemic Covid-19 situation as HR manager.

(30 marks)

-END OF QUESTIONS-