



FACULTY OF BUSINESS

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **MGT1523 Organisational Behaviour**
Semester & Year : September – December 2021
Lecturer/Examiner : Joseph Choe Kin Hwa
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (25 marks) : TWENTY FIVE (25) multiple choice questions. Shade your answers in the Multiple Choice Answer sheet in the Answer Booklet provided. You are advised to use a 2B pencil.
PART B (75 marks) : FIVE (5) Essay questions. Answer ALL of the questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students’ Handbook, up to and including expulsion from BERJAYA University College.

Total Number of pages = 8 (Including the cover page)

PART B : ESSAY QUESTIONS (75 MARKS)

INSTRUCTION(S) : Answer all **FIVE (5)** questions. Write your answers in the Answer Booklet(s) provided.

Question 1

You have just started a new job in a large organisation. During your first week you overhear one manager complaining to another: "The trouble with this business is that it's impossible to get decisions made quickly. That's the problem with having such an outdated organisational culture."

Explain how organisational culture can impact on managerial decision-making.

(15 marks)

Question 2

Imagine that you are employed by a company which manufactures house and office furniture for sale largely through its own retail outlets. It employs around 1,500 people: 250 executives and managers, 250 design staff, 1,000 operation personnel in the factory and its own shops. The organisation has decided to replace its existing remuneration policy.

Discuss the reward management strategies you would implement for a consumer electronics company which employs highly-skilled employees.

(15 marks)

Question 3

Blake and Mouton (1982) proposed that effective managers have a high concern for people and a high concern for task. However, high concern for both people and task does not imply that the leader must use all forms of task and relations behaviour. Effective managers will only use specific behaviours that are relevant to their situation.

Examine the difference approaches of task-oriented and people-oriented behaviour in leading an organisation.

(15 marks)

Question 4

Susan, a project leader just got out of a project meeting. She is extremely frustrated because nothing got done and now she has to deal with a challenging group. During the meeting, the group members severely criticised each other's idea. The entire meeting turned into a conflict management session for Crystal.

Based on the five-stage model of group development, illustrate to Susan how to manage the group members.

(15 marks)

Question 5

Your organisation is preparing to make some significant changes that will affect the type of work that employees are expected to do, the skills that they will need and the managers to whom they will report.

Prepare a report to advise your senior management on the overall approach to managing such changes that could help them to minimise the negative consequences of the changes.

(15 marks)

END OF QUESTION PAPER