



FINAL EXAMINATION

~~BACHELOR OF ACCOUNTANCY (HONOURS)~~
~~BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)~~
~~BACHELOR OF BUSINESS ADMINISTRATION (HONOURS) HUMAN
RESOURCE MANAGEMENT~~
~~BACHELOR OF EDUCATION (HONOURS) IN TEACHING ENGLISH AS A
SECOND LANGUAGE~~
~~BACHELOR OF CORPORATE ADMINISTRATION (HONOURS)~~

COURSE	:	ORGANISATIONAL BEHAVIOUR/ INTRODUCTION TO ORGANISATIONAL BEHAVIOUR
COURSE CODE	:	MGT2293/MGT2123
DURATION	:	3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **TWO (2)** parts : PART A (2 questions)
: PART B (2 questions)
2. Answer ALL questions in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
4. Do not bring any material into the examination hall.
5. Please write your answer using permanent ink.

MYKAD/PASSPORT NO. : _____
ID. NO. : _____
LECTURER : _____
SECTION : _____

DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

This question paper consists of 3 printed pages including the front page

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PART A: LONG STRUCTURED

Instruction: Answer ALL questions.

1. Harmony Tech Sdn. Bhd. is a technology company where different departments reflect different working values. In the HR Department, employees emphasise teamwork, trust, and close relationships, often describing their unit as a "family". The R&D Department encourages creativity and risk-taking, allowing employees to experiment with new ideas and adapt to change. Meanwhile, the Sales Department focuses strongly on performance targets and competition, rewarding employees based on results. In contrast, the Operations Department follows strict procedures and standardised routines to ensure efficiency and stability.

Based on the case study above, explain **FOUR (4)** types of organisational culture practised at Harmony Tech Sdn. Bhd. Support your answer with relevant examples from the case.

(20 marks)

2. MetroServe Sdn. Bhd. is a medium-sized logistics company. Employees perform specific tasks based on their expertise, such as inventory management, customer service, and transportation coordination. The company is organised into separate departments, including Operations, Finance, and Marketing. Each employee reports to one immediate supervisor, and supervisors report directly to the General Manager. Most supervisors oversee six to ten employees. Major decisions such as pricing and expansion are made by top management, while department supervisors handle daily operational matters. The company follows strict standard operating procedures (SOPs) to ensure consistency and quality. However, some employees, especially in the Marketing and Customer Service departments, frequently interact with external partners, suppliers, and customers.

Based on the case study above, examine **FIVE (5)** key elements of organisational structure at MetroServe Sdn. Bhd. and their influence on the organisation's operations and overall effectiveness. Support your answer with relevant examples.

(20 marks)

(TOTAL: 40 MARKS)

PART B: LONG ESSAY

Instruction: Answer ALL questions.

1. Ramona Sdn. Bhd. is a medium-sized service company specialising in customer support solutions. Recently, the company introduced a new performance monitoring system that tracks employee response time and customer ratings. Although top management believes the system will improve productivity, many employees feel stressed due to tighter targets and stricter supervision. Overtime has increased, and bonuses have been temporarily reduced due to cost-saving measures. As a result:
- A few experienced employees resigned and joined competitors.
 - Some employees voiced dissatisfaction and suggested improvements during meetings.
 - Several employees remained loyal and continued supporting management decisions.
 - A small group of employees started coming late and reducing their work effort.

Using the **FOUR (4)** Employee Responses to Dissatisfaction model, analyse how each type of response is demonstrated in the case above. In your answer, classify each response as active or passive, and constructive or destructive, with appropriate justification based on the scenario.

(30 marks)

2. Harmoni Services Sdn. Bhd. is a service company experiencing conflict between the Marketing and Operations departments. The Marketing Manager promised faster delivery without consulting Operations, causing complaints about unrealistic deadlines.
- The Operations Supervisor avoided responding to the issue.
 - The Marketing Manager refused to change the timeline.
 - Both departments later agreed to adjust the schedule slightly.
 - A senior staff member accepted Marketing's decision to maintain harmony.
 - Department heads worked together to find a long-term solution.

Analyse **FIVE (5)** conflict-handling intentions demonstrated in the case above and their reflection in the scenario.

(30 marks)

(TOTAL: 60 MARKS)
(TOTAL: 100 MARKS)

END OF QUESTION PAPER

