

CONFIDENTIAL

DECEMBER 2025/SET B/MGT2293/MGT2123



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. NovaCare Sdn. Bhd. is a healthcare service company that emphasizes strong organizational values. The company regularly communicates its mission and values to employees through training programs, staff meetings, and internal newsletters.

When unexpected changes occur, employees rely on shared company values to understand how to respond appropriately. Senior staff often remind new employees about "how things are done here" ensuring consistency in behavior. Employees clearly understand acceptable and unacceptable conduct without needing constant supervision. Long-standing traditions, such as annual appreciation events and recognition ceremonies, are maintained to preserve company identity and stability.

Explain **FOUR (4)** functions of organizational culture reflected in NovaCare Sdn. Bhd. Support your answer with relevant examples from the case.

(20 marks)

2. Teratai Sdn. Bhd. is experiencing high stress levels among its employees due to heavy workloads and tight deadlines. Employees are assigned jobs that do not match their knowledge and skills and no stress management training is provided. Performance goals set by management are unclear and unrealistic, leading to high absenteeism and low morale. Many employees face excessive workloads and repetitive tasks. Employees were discouraged from sharing ideas and were excluded from decision making related to their work. In addition, management rarely communicates with staff or updates them on organizational changes and expectations. Due to long working hours and heavy workloads, no fitness activities are organized for the employees in the organization.

Based on the case above, analyze **FIVE (5)** strategies in managing employees' stress that can be implemented by the organization.

(20 marks)

(TOTAL: 40 MARKS)

PART B: LONG ESSAY

Instruction: Answer ALL questions.

1. SunFresh Retail Sdn. Bhd. is a growing supermarket chain with several branches nationwide. A recent internal survey shows that employees are highly satisfied with their jobs. They are satisfied with their supervisors, working environment, salary, and teamwork. As a result, management observed the following employee reactions:

- Sales and productivity have increased across outlets.
- Employees voluntarily help colleagues and assist customers beyond their job scope.
- Customers provide positive feedback and repeat purchases have increased.
- Employees feeling happier and more satisfied with their personal lives.

Examine **FOUR (4)** outcomes of job satisfaction as reflected in the employees' reactions shown in the case above.

(30 marks)

2. Tealive Sdn. Bhd. is a growing beverage service company with multiple outlets nationwide. Recently, a disagreement occurred between management and outlet employees regarding a new performance monitoring system. The system tracks daily sales targets, preparation time, and customer service ratings. Employees are requesting more realistic sales targets and better overtime compensation, while management wants to maintain high productivity and service standards. Both parties have agreed to enter into a formal negotiation to resolve the conflict.

Using the **FIVE (5)** steps of the negotiation process, analyse how Tealive Sdn. Bhd. should conduct the negotiation from the beginning until an agreement is reached.

(30 marks)

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

END OF QUESTION PAPER

