

**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

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

PART A: LONG STRUCTURED

Instruction: Answer ALL questions.

1. A rapidly growing technology company operates in a highly competitive industry where innovation is essential for success. The company encourages employees to generate new ideas, develop creative solutions, and take calculated risks in their work. Teamwork and collaboration among different departments are strongly emphasized to achieve organizational goals. Open communication and knowledge sharing are encouraged to improve problem-solving and decision-making. The company is also known for its flexibility in adapting to changing customer needs and market trends. Managers promote continuous improvement through agile work practices and flexible working arrangements. In addition, the organization invests in employee development through training, mentoring, and career advancement opportunities. These cultural practices have helped the company maintain its competitive advantage and achieve sustainable growth.

Based on the above statement, elaborate **FOUR (4)** characteristics of organizational culture demonstrated by the company. Support your answer with relevant example for each characteristic.

(20 marks)

2. A customer service company has recently experienced high employee absenteeism and declining job performance. Employees are required to meet tight deadlines while handling a large number of customer inquiries and complaints. Many employees frequently deal with difficult customers, creating additional pressure in their daily work. They are also expected to maintain high service quality despite heavy workloads. Some employees have reported difficulties balancing their work and personal lives. As a result, many feel stressed, exhausted, and less motivated to perform their duties effectively. The increasing stress levels have contributed to lower productivity and reduced job satisfaction. Management is concerned that prolonged stress may negatively affect employee well-being and organizational performance. Therefore, the company is looking for ways to reduce workplace stress and improve overall employee performance.

Referring to the situation described above, explain **FOUR (4)** causes of workplace stress and discuss their consequences on employees.

(20 marks)

(TOTAL: 40 MARKS)

PART B: LONG ESSAY

Instruction: Answer ALL questions.

1. A growing organization has recently experienced declining employee motivation and productivity. Many employees report that their work is repetitive and lacks variety, making their jobs less interesting. Employees also have limited opportunities to participate in decision-making related to their work. In addition, they rarely receive feedback from supervisors regarding their performance. As a result, some employees feel undervalued and less committed to organizational goals. This situation has contributed to lower job satisfaction and reduced enthusiasm at work. Management has noticed a decline in employee engagement and overall productivity. As the organization continues to expand, management is concerned about the impact on long-term performance. Therefore, the organization is considering redesigning jobs to improve employee motivation and engagement.

Based on the situation above, discuss **FIVE (5)** core job dimensions in the Job Characteristic Model (JCM) that can be used to enhance employee motivation.

(30 marks)

2. A consulting firm is currently facing conflict among members of a project team. Team members frequently disagree on task assignments, project priorities, and the allocation of resources needed to complete their work. These disagreements have created tension among team members and affected their working relationships. Communication within the team has become less effective, with misunderstandings and a lack of cooperation occurring more frequently. As a result, teamwork and collaboration have significantly declined. Some employees are becoming frustrated and less willing to share information or support their colleagues. The ongoing conflict has slowed project progress and increased the risk of missing important deadlines. Management is concerned that the situation may negatively affect employee morale and the overall quality of services provided to clients. Therefore, the consulting firm is seeking effective strategies to resolve the conflict and restore positive team performance.

Based on the above situation, discuss **FIVE (5)** conflict management techniques that management can use to resolve the conflict.

(30 marks)

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

END OF QUESTION PAPER

