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**KOLEJ YAYASAN PELAJARAN JOHOR  
FINAL EXAMINATION**

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**COURSE NAME : ORGANIZATIONAL BEHAVIOR**  
**COURSE CODE : DHR2123**  
**EXAMINATION : JUNE 2024**  
**DURATION : 3 HOURS**

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**INSTRUCTION TO CANDIDATES  
ARAHAN KEPADA CALON**

1. This question paper consists of **TWO (2)** parts: / PART A (40 Marks) /  
*Kertas soalan ini mengandungi **DUA (2)** bahagian:* BAHAGIAN A (40 Markah)  
PART B (60 Marks) /  
BAHAGIAN B (60 Markah)
  
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3. Please check to make sure that this examination pack consists of: /  
*Pastikan kertas soalan peperiksaan ini mengandungi:*
  - i. The Question Paper /  
*Kertas Soalan*
  - ii. An Objective Answer Paper /  
*Kertas Jawapan Objektif*
  - iii. An Answering Booklet /  
*Buku Jawapan*

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This examination paper consists of 15 printed pages including front page  
*Kertas soalan ini mengandungi 15 muka surat termasuk kulit hadapan*



**PART A**

This part consists of **TWENTY (20)** questions.

Answer **ALL** in Objective Answer Paper.

**BAHAGIAN A**

*Bahagian ini mempunyai **DUA PULUH (20)** soalan.*

*Jawab **semua** soalan pada Kertas Jawapan Objektif.*

1. Organizational behaviour is concerned with people's thought, \_\_\_\_\_, emotions and actions in setting up a work task.
- A feelings
  - B behavior
  - C kindness
  - D sympathy

*Tingkah laku organisasi mementingkan pemikiran, \_\_\_\_\_, emosi dan tindakan orang dalam menyiapkan tugas kerja.*

- A perasaan
- B tingkah laku
- C kebaikan
- D simpati

2. Which of the following is **not** a goal of organizational behaviour?
- A Control.
  - B Describe.
  - C Understand.
  - D Technologies.

*Antara berikut yang manakah **bukan** matlamat tingkah laku organisasi?*

- A Kawalan.
- B Huraikan.
- C Memahami.
- D Teknologi.

3. Which of the following are basic organizational models?

- i. Custodial
- ii. Autocratic
- iii. Supportive
- iv. Contingency

- A i and ii.
- B i, ii and iv.
- C i, ii and iii.
- D i, ii, iii and iv.

*Antara berikut, yang manakah model organisasi asas?*

- i. Penjagaan*
- ii. Autokratik*
- iii. Menyokong*
- iv. Kontingensi*

- A i dan ii.*
- B i, ii dan iv.*
- C i, ii dan iii.*
- D i, ii, iii dan iv.*

4. Trait theories assume that leaders \_\_\_\_\_ certain qualities and traits that make them better suited to leadership.

- A inherit
- B dismiss
- C abdicate
- D dissipate

*Teori sifat mengandaikan bahawa pemimpin \_\_\_\_\_ kualiti dan sifat tertentu yang menjadikan mereka lebih sesuai untuk kepimpinan.*

- A diwariskan*
- B menolak*
- C turun takhta*
- D meresap*

5. Which of the following is **not** leadership core traits in the Trait Theory?
- A Insecurity.
  - B Cognitive ability.
  - C Self-confidence.
  - D Knowledge of business.

*Antara berikut, yang manakah **bukan** ciri-ciri teras kepimpinan dalam Teori Sifat?*

- A Ketidak amanan.*
- B Keupayaan kognitif.*
- C Keyakinan diri.*
- D Pengetahuan tentang perniagaan.*

6. Which of the following theory consists of the two leadership behaviour, consideration and initiating structure?
- A Theory Z.
  - B Path Goal theory.
  - C The Michigan studies.
  - D The Ohio State studies.

*Antara teori berikut, yang manakah terdiri daripada dua tingkah laku kepimpinan iaitu pertimbangan dan struktur permulaan?*

- A Teori Z.*
- B Teori Laluan Matlamat.*
- C Kajian Michigan.*
- D Kajian Ohio State.*

7. Identify two behavioral dimensions that has been concerned in Theory of Managerial grid.
- A Price and place.
  - B People and product.
  - C Place and production.
  - D People and production.

*Kenal pasti dua dimensi tingkah laku yang menjadi perhatian dalam Teori Grid Pengurusan.*

- A Harga dan tempat.*
- B Orang dan produk.*
- C Tempat dan pengeluaran.*
- D Orang dan pengeluaran.*

8.

Encik Ismail is a manager that leads their employee by positive example and endeavour to foster team environment in which all team members can reach their highest potential without ignoring the company's objective and production.

**Statement 1**

Which of the following leadership style in Managerial Grid represents Encik Ismail?

- A** Team leadership.
- B** Country club leadership.
- C** Impoverished leadership.
- D** Middle of the road leadership.

*Encik Ismail ialah pengurus yang memimpin pekerja mereka dengan contoh positif dan berusaha untuk memupuk persekitaran pasukan supaya semua ahli pasukan boleh mencapai potensi tertinggi mereka tanpa mengabaikan objektif dan pengeluaran syarikat.*

**Pernyataan 1**

*Manakah antara berikut gaya kepimpinan yang merujuk kepada Grid Pengurusan yang mewakili Encik Ismail?*

- A** *Kepimpinan pasukan.*
- B** *Kepimpinan kelab desa.*
- C** *Kepimpinan yang lemah.*
- D** *Pemanduan kepimpinan petengah terarah.*

9.

Having special skills, knowledge and expertise allows him/her to be in control.

**Statement 2**

Which of the following is best described in Statement 2?

- A Expert power.
- B Referent power.
- C Coercive power.
- D Information power.

*Mempunyai kemahiran, pengetahuan dan kepakaran khas yang membolehkan seseorang itu mengawal.*

**Pernyataan 2**

*Antara berikut, yang manakah paling sesuai dengan Pernyataan 2?*

- A *Kuasa pakar.*
- B *Kuasa rujuk.*
- C *Kuasa paksaan.*
- D *Kuasa maklumat.*

10. Which of the following is the factors that influenced power dependency?

- A Skilled worker.
- B Company goals.
- C Abundant resources.
- D Importance of a resource.

*Antara berikut, yang manakah faktor yang mempengaruhi pergantungan kuasa?*

- A *Seorang pekerja mahir.*
- B *Matlamat syarikat.*
- C *Sumber yang banyak.*
- D *Kepentingan sesuatu sumber.*

11. What is the negative effect of employees' response on organizational politics?

- A Push the employee to work harder.
- B Improver teamwork among members.
- C Pay less attention to their work or task.
- D Makes an employee more eager to work.

*Apakah kesan negatif tindak balas pekerja terhadap politik organisasi?*

- A Memaksa pekerja untuk berkerja lebih keras.
- B Meningkatkan kerja berpasukan dalam kalangan ahli.
- C Kurang memberi perhatian kepada kerja atau tugas mereka.
- D Menjadikan pekerja lebih bersemangat untuk berkerja.

12. Which of the following are the correct characteristic of effective teams?

- i. Clear purpose
  - ii. External relations
  - iii. Lack of motivation
  - iv. Poor communication
- A i and ii.
  - B ii and iii.
  - C ii and iv.
  - D iii and iv.

*Antara berikut, yang manakah merupakan ciri pasukan yang berkesan?*

- i. Tujuan yang jelas
  - ii. Hubungan luar
  - iii. Kekurangan motivasi
  - iv. Komunikasi yang lemah
- A i dan ii.
  - B ii dan iii.
  - C ii dan iv.
  - D iii dan iv.



13. The following are benefits of joining a group, **except**

- A affiliation.
- B insecurity.
- C self-esteem.
- D goal achievement.

*Berikut adalah faedah menyertai kumpulan, **kecuali***

- A gabungan.*
- B rasa tidak selamat.*
- C harga diri.*
- D pencapaian matlamat.*

14.

Marketing team of Pak Meon Western is quickly agreeing on a bold advertising campaign idea without thoroughly discussing potential risks or alternatives. Despite a few members expressing concerns privately, they go along with the group consensus to maintain harmony. As a result, the campaign launches, but it fails to resonate with the target audience, leading to significant financial losses for the company.

**Statement 3**

Based on Statement 3, what is the type of adverse group behavior?

- A Groupthink.
- B Social loafing.
- C Diffusion of responsibility.
- D Escalation of commitment.

*Pasukan pemasaran Pak Meon Western dengan cepat bersetuju dengan idea kempen pengiklanan yang berani tanpa membincangkan kemungkinan risiko atau alternatif secara menyeluruh. Walaupun beberapa ahli menyatakan kebimbangan secara tertutup, mereka tetap bersama bersetuju secara berkumpulan untuk mengekalkan keharmonian. Akibatnya, kempen itu dilancarkan tetapi gagal mendapat perhatian golongan sasaran. Ini membawa kepada kerugian kewangan yang teruk untuk syarikat itu.*

**Pernyataan 3**

*Berdasarkan Pernyataan 3, apakah jenis tingkah laku kumpulan tersebut?*

- A Pemikir berkumpulan.*
- B Pelanggaran sosial.*
- C Penyebaran tanggungjawab.*
- D Peningkatan komitmen.*

15. Which of the following are major sources of conflict?

- i. Differentiation.
  - ii. Task relationship.
  - iii. Scarcity of resources.
  - iv. Availability of workers.
- A** i and ii
  - B** i and iv.
  - C** i, ii, and iii.
  - D** i, ii, iii and iv.

*Manakah antara berikut merupakan punca utama konflik?*

- i. Pembezaan.*
  - ii. Hubungan tugas.*
  - iii. Kekurangan sumber.*
  - iv. Ketersediaan pekerja.*
- A** i dan ii.
  - B** i dan iv.
  - C** i, ii dan iii.
  - D** i, ii, iii dan iv.

16. The following are positive effects of conflict, **except**

- A forms competing affiliations.
- B diffuses more serious conflicts.
- C promote assessment of power or ability.
- D increase group cohesion and performance.

*Berikut merupakan kesan positif konflik, **kecuali***

- A membentuk gabungan yang bersaing.*
- B menyelesaikan konflik yang lebih serius.*
- C menggalakkan penilaian kuasa atau keupayaan.*
- D meningkatkan kesepaduan dan prestasi kumpulan.*

17.

All the staff agreed to discuss the problem, after which they are given a card where they note ideas to solve the problem. The staff members are then given a day to come up with an idea. The next day, the director collects the ideas, and clarification is provided on the ideas.

**Statement 4**

Based on the Statement 4, what is the relevant decision-making technique used based on the situation given?

- A Brainstorming.
- B Delphi technique.
- C Nominal group technique.
- D Electronic meeting/E-meetings

*Semua kakitangan bersetuju untuk membincangkan masalah. Selepas itu mereka diberikan kad untuk mencatat idea bagi menyelesaikan masalah. Ahli-ahli kakitangan kemudiannya diberi masa sehari untuk mengeluarkan idea. Keesokan harinya, pengarah mengumpul idea, dan penjelasan diberikan mengenai idea tersebut.*

**Pernyataan 4**

*Berdasarkan Pernyataan 4, apakah teknik membuat keputusan yang berkaitan berdasarkan situasi yang diberikan?*

- A Sumbang saran.*
- B Teknik delphi.*
- C Teknik kumpulan nominal.*
- D Mesyuarat elektronik/E-mesyuarat.*

18. Which of the following is the individual approaches in managing stress?

- A Employee sabbaticals.
- B Increase physical exercise.
- C Corporate wellness programmes.
- D Personnel selection and job placement.

*Antara berikut, yang manakah pendekatan individu dalam menguruskan tekanan?*

- A Cuti Panjang untuk pekerja.*
- B Banyakkan senaman fizikal.*
- C Program kesihatan korporat.*
- D Pemilihan kakitangan dan penempatan pekerja.*

19. The following are the sources of stress based on personal factors, **except**

- A personality.
- B family problems.
- C economic problems.
- D economic uncertainty.

Berikut adalah sumber tekanan faktor peribadi, **kecuali**

- A personaliti.
- B masalah keluarga.
- C masalah ekonomi.
- D ketidakpastian ekonomi.

20. Which of the following is correct differences between physiological and psychological?

	Physiological	Psychological
A	Effect on person's body.	Response through action.
B	Changes in emotional.	Effects on person's mental.
C	Symptoms that surface physically.	Effect on a person's emotional health.
D	Affect an employee's behaviour.	Physical changes.

Manakah antara berikut merupakan perbezaan yang **betul** antara fisiologi dan psikologi?

	Fisiologi	Psikologi
A	Kesan pada badan seseorang.	Tindak balas melalui tindakan.
B	Perubahan dalam emosi.	Kesan pada mental seseorang.
C	Gejala yang muncul secara fizikal.	Kesan ke atas kesihatan emosi seseorang.
D	Mempengaruhi tingkah laku pekerja.	Perubahan fizikal.

[40 MARKS/MARKAH]

**PART B**

This part consists of **FOUR (4)** questions.

Answer **ALL** questions in Answering Booklet.

**BAHAGIAN B**

*Bahagian ini mempunyai **EMPAT (4)** soalan.*

*Jawab **SEMUA** soalan pada Buku Jawapan.*

**QUESTION 1**

- a. Identify **four (4)** importance of organizational behavior.

*Kenal pasti **empat (4)** kepentingan tingkah laku organisasi.*

(4 marks/markah)

- b. Explain **four (4)** forces of organizational behavior.

*Terangkan **empat (4)** kuasa tingkah laku organisasi.*

(8 marks/markah)

- c. Explain **two (2)** approaches to organizational behavior.

*Terangkan **dua (2)** pendekatan kepada tingkah laku organisasi.*

(4 marks/markah)

**QUESTION 2**

- a. Give the meaning to the word leader.

*Berikan maksud pemimpin.*

(2 marks/markah)

- b. Explain **two (2)** characteristic of transformational leaders.

*Terangkan **dua (2)** ciri pemimpin transformasi.*

(4 marks/markah)

- c. Explain **two (2)** characteristic of transactional leaders.

*Terangkan **dua (2)** ciri pemimpin transaksional.*

(4 marks/markah)

- d. Manager leading a team of sales representatives in a highly competitive industry responsible for selling a new line of products to clients. However, the sales targets are challenging, and the market is constantly evolving. Suggest **four (4)** leadership behaviours that are associated with Path-Goal Theory that may help in achieving the sales goals set by the organization.

*Pengurus mengetuai pasukan wakil jualan industri kompetitif yang bertanggungjawab untuk menjual rangkaian produk baharu kepada pelanggan. Walau bagaimanapun, sasaran jualan adalah mencabar dan pasaran sentiasa berkembang. Cadangkan **empat (4)** tingkah laku kepimpinan yang dikaitkan dengan Teori Laluan-Matlamat yang boleh membantu dalam mencapai matlamat jualan yang ditetapkan oleh organisasi.*

(8 marks/markah)

### QUESTION 3

- a. Explain **two (2)** characteristic of power and leadership.

*Terangkan **dua (2)** ciri kuasa dan kepimpinan.*

(4 marks/markah)

- b. Explain **two (2)** categories of personal power.

*Terangkan **dua (2)** kategori kuasa peribadi.*

(4 marks/markah)

- c. Explain **two (2)** types of political behavior.

*Terangkan **dua (2)** jenis tingkah laku politik.*

(4 marks/markah)

**QUESTION 4**

- a. During a team meeting, two colleagues disagree on the best approach to a project. One believes in a traditional method, while the other favours a more innovative approach. Tensions rise as they debate, each feeling strongly about their perspective. Create **five (5)** stages of conflict process based on the situation.

*Semasa mesyuarat pasukan, dua rakan sekerja tidak bersetuju dengan pendekatan terbaik yang ingin dilaksanakan dalam projek. Seorang pekerja percaya pada kaedah tradisional, manakala yang lain lebih suka pendekatan secara inovatif. Ketegangan meningkat semasa mereka berdebat, masing-masing mempertahankan perspektif mereka. Wujudkan **lima (5)** peringkat proses konflik berdasarkan situasi itu.*

(10 marks/markah)

- b. Differentiate between programmed decision and non-programmed decision.  
*Bezakan antara keputusan terprogram dan keputusan tidak terprogram.*

(4 marks/markah)

**[60 MARKS/MARKAH]**

**END OF QUESTION PAPER / KERTAS SOALAN TAMAT**





