



**FINAL EXAMINATION / PEPERIKSAAN AKHIR
SEMESTER I – SESSION 2020/ 2021
PROGRAM KERJASAMA**

COURSE CODE :DDWG 1143
KOD KURSUS

COURSE NAME : ORGANIZATIONAL BEHAVIOR
NAMA KURSUS : GELAGAT ORGANISASI

YEAR / PROGRAMME : 1 DDWG
TAHUN / PROGRAM

DURATION : 3 HOURS (INCLUDING SUBMISSION HOUR) – REFER ATTACHMENT 1
TEMPOH 3 JAM (TERMASUK MASA PENGHANTARAN) – RUJUK LAMPAIRAN 1

DATE :NOVEMBER 2020
TARIKH

INSTRUCTION / ARAHAN:

1. The question paper consists of **2 PARTS**: A dan B
Kertas soalan terdiri daripada 2 BAHAGIAN: A dan B.
 2. Answer **ALL** questions and write your answers on the answer sheet.
Jawab SEMUA soalan dan tulis jawapan anda pada kertas jawapan.
 3. Write your name, matric no., identity card no., course code, course name, section no. and lecturer's name on the first page (in the upper left corner) and every page thereafter on the answer sheet.
Tulis nama anda, no. matrik, no. kad pengenalan, kod kursus, nama kursus, no. seksyen dan nama pensyarah pada muka surat pertama (penjuru kiri atas) kertas jawapan dan pada setiap muka surat jawapan.
 4. Each answer sheet must have a page number written at the bottom right corner.
Setiap helai kertas jawapan mesti ditulis nombor muka surat pada bahagian bawah penjuru kanan.
 5. Answers should be handwritten, neat and clear.
Jawapan hendaklah ditulis tangan, kemas dan jelas menggunakan huruf cerai.
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WARNING / AMARAN

Students caught copying / cheating during the examination will be liable for disciplinary actions and the faculty may recommend the student to be expelled from sitting for exam.
Pelajar yang ditangkap meniru / menipu semasa peperiksaan akan dikenakan tindakan disiplin dan pihak fakulti boleh mengesyorkan pelajar diusir dari menduduki peperiksaan.

PART A : ANSWER ALL QUESTIONS.

[30 MARKS/MARKAH]

[BAHAGIAN A : JAWAB SEMUA SOALAN.]

Difficult Transition

Tony Stark had worked for the previous ten years for the O'Grady Company, but O'Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony's, to cut costs. Fortunately, Tony's experience and recommendations had made finding another position fairly easy.

At O'Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases.

Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate culture was easygoing. Communication was open. The people had been another plus. Tony and three other managers went to lunch often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work.

When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O'Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises.

Top managers at Reece apparently didn't worry too much about who did a good job and who didn't. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games. Reece was a bigger organization than O'Grady and was structured much more bureaucratically. It seemed that no one was

allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority. Tony also had had some problems fitting in. His peers treated him with polite indifference.

He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that every Saturday. It was at that point that Tony had wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.

Peralihan yang Sukar

Tony Stark telah bekerja selama sepuluh tahun sebelumnya untuk Syarikat O'Grady, tetapi O'Grady telah melalui beberapa masa yang sukar dan baru-baru ini telah menghentikan beberapa kumpulan operasinya, termasuk Tony's, untuk mengurangkan kos. Tony bernasib baik apabila beliau berjaya mendapatkan pekerjaan lain dengan mudah berbekalkan pengalaman dan cadangan Tony.

Di O'Grady, keadaan menjadi sangat baik. Tony telah menjadi sebahagian daripada pasukan sejak hari pertama. Pekerjaan itu telah memenuhi tujuan dan harapan peribadinya dengan sempurna, dan Tony percaya bahawa dia telah berkembang pesat sebagai seorang individu. Hasil kerja beliau dihargai dan diiktiraf; dia telah menerima tiga kenaikan pangkat dan banyak kenaikan gaji. Tony juga menyukai syarikat itu sendiri. Syarikat ini merupakan syarikat terdesentralisasi, yang membolehkan para pengurusnya mempunyai banyak autonomi dan kebebasan. Budaya korporat yang santai. Komunikasi terbuka.

Para pekerja disana telah menjadi satu kelebihan lain. Tony dan tiga pengurus lain sering makan tengah hari bersama dan bermain golf pada setiap hari Sabtu. Mereka bergaul dengan baik secara peribadi dan profesional dan benar-benar bekerja bersama sebagai satu pasukan. Bos mereka sangat menyokong, memberi pertolongan yang mereka perlukan tetapi tidak mencampuri urusan pekerjaan mereka. Ketika berita mengenai penutupan diumumkan, Tony berasa sedih. Dia yakin bahawa tidak ada yang dapat menggantikan O'Grady. Setelah penutupan akhir diumumkan, dia hanya mempunyai masa beberapa minggu untuk mencari pekerjaan lain sebelum dia mendapat kedudukan yang setanding di Reece Enterprises.

Pengurus atasan di Reece nampaknya tidak terlalu bimbang tentang siapa yang melakukan pekerjaan dengan baik dan siapa yang tidak. Mereka seolah-olah mempromosikan dan memberi penghargaan kepada orang-orang berdasarkan tempoh mereka bekerja di sana dan seberapa baik mereka bermain permainan politik yang tidak pernah berakhir. Reece adalah organisasi yang lebih besar daripada O'Grady dan strukturnya lebih birokratik. Keputusan tidak boleh dibuat tanpa mendapat tiga tandatangan daripada pihak atasan. Walau bagaimanapun, tandatangan itu sukar diperoleh. Semua pengurus atasan biasanya terlalu

sibuk untuk melihat siapa pun, dan memo dalaman nampaknya mempunyai keutamaan yang sangat rendah.

Tony juga menghadapi beberapa masalah dari segi rakan-rakan sekerjanya. Mereka memperlakukannya dengan sikap tidak sopan. Dia merasakan bahawa beberapa orang daripada mereka tidak menyukainya dan menganggapnya sebagai orang luar, yang telah dibawa masuk ke tempat kerja mereka dan mereka harus bekerja dibawahnya.

Pada hari Selasa dia telah mengajak dua rakannya tentang bermain golf. Mereka dengan sopan menolak, mengatakan bahawa mereka tidak selalu bermain. Tetapi pada akhir minggu, dia telah mendengar mereka membuat persiapan untuk bermain golf setiap hari Sabtu.

Pada saat itulah Tony tertanya-tanya apakah mungkin dia telah melakukan kesalahan dalam menerima tawaran Reece tanpa mengetahui lebih lanjut tentang apa yang dia akan hadapi.

(Source/Sumber: Overview of Organizational Behavior,
<https://college.cengage.com/business/moorhead/organizational/6e/students/cases/html>)

- Q1. What would you recommend to Tony? How would behavioral concepts and processes facilitate this recommendation?
[Apakah yang akan anda syorkan kepada Tony? Bagaimanakah konsep gelagat dan proses-prosesnya menyokong cadangan anda?] (5m)
- Q2. Identify some concepts and attributes that this case highlights in the field of organizational behaviour.
Kenal pasti beberapa konsep dan ciri-ciri yang ditonjolkan dalam kes ini dalam bidang gelagat organisasi. (5m)
- Q3. How does communication play a part in preventing dissonance in the dissemination of information?
[Bagaimana komunikasi berperanan untuk mencegah percanggahan dalam penyebaran maklumat?] (5m)
- Q4. Is it possible to find an "ideal" place to work? Explain.
[Adakah mustahil untuk mencari tempat bekerja yang "ideal"? Terangkan.] (5m)
- Q5. Based on the case above, it is shown that O'Grady and Reece Enterprise have different style of compensation. Discuss about the effect of it by linking with:
- a) Employee engagement
 - b) Job satisfaction
 - c) Employee morale
 - d) Productivity
 - e) Creativity and innovation

[Berdasarkan kes di atas, dapat dilihat bahawa O'Grady dan Reece Enterprise mempunyai stail sagu hati yang berbeza. Bincangkan mengenai kesan perkara tersebut dengan mengaitkannya dengan:

- a) Penglibatan pekerja*
- b) Kepuasan kerja*
- c) Moral pekerja*
- d) Produktiviti*
- e) Kreativiti dan inovasi]*

(10m)

PART B : ANSWER ALL QUESTIONS.

[30 MARKS/MARKAH]

[BAHAGIAN B : JAWAB SEMUA SOALAN.]

Q1. Why is it important to have a culture that promotes creativity? Explain by incorporated with FOUR (4) examples from characteristics in innovative culture.

[Mengapa penting untuk mempunyai budaya yang menyokong inovasi? Terangkan dengan menggunakan EMPAT (4) contoh daripada ciri-ciri di dalam budaya berinovasi.]

(10m)

Q2. What does satisficing and bounded rationality mean?

[Apa maksud rasionaliti yang memuaskan dan terikat?]

(4m)

Q3. Discuss TWO (2) relationship of an individual's personality and values to the workplace.

[Bincangkan DUA (2) hubungan personaliti dan nilai seseorang individu terhadap tempat kerja.]

(4m)

Q4. According to the Big Five Personality Model, there are five basic dimensions in personality. Briefly explain any THREE (3) key traits in Big Five Personality Model.

[Menurut Model "Big Five Personality", terdapat lima dimensi asas dalam personaliti seseorang individu. Jelaskan secara ringkas TIGA (3) daripada sifat utama dalam Model "Big Five Personality".]

(6m)

Q5. Someone in your discussion group has a low expectancy for successful performance, what could you do to increase this person expectancy?

[Seseorang dalam kumpulan perbincangan anda mempunyai harapan yang rendah untuk prestasi yang berjaya, apa yang boleh anda lakukan untuk meningkatkan harapan orang ini?]

(6m)

****END OF QUESTIONS/ KERTAS SOALAN TAMAT****