



UNIVERSITI KUALA LUMPUR BUSINESS SCHOOL

FINAL EXAMINATION
JANUARY 2016 SEMESTER

SUBJECT CODE : EAB31403
SUBJECT TITLE : ORGANISATIONAL STUDIES
LEVEL : BACHELOR
TIME / DURATION : 9:00AM – 12:00PM / 3 HOURS
DATE : 29TH MAY 2016

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on **both** sides of the paper.
3. This question paper consists of **TWO (2)** sections: **Section A** and **Section B**.
4. Answer **THREE (3)** questions in Section A and **ALL** questions in Section B.
5. Please write your answers on the answer booklet provided.
6. All questions must be answered in **English** (any other language is not allowed).
7. This question paper must not be removed from the examination hall.

THERE ARE FIVE (5) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

(Total: 60 marks)

SECTION A

INSTRUCTION: Answer THREE questions only

Question 1

A. Differentiate between the fundamental attribution bias and the self-serving bias.

(10 marks)

B. Discuss some of the errors in perceptual judgment made by interviewers in job interviews.

(10 marks)

(20 Marks)

Question 2

A. Differentiate between motivators and hygiene factors as described in Herzberg's motivator-hygiene theory of job satisfaction. (10 marks)

B. Differentiate between the punishment and extinction as a means of controlling behavior along with examples. (10 marks)

(10 marks)

(20 marks)

Question 3

A. List and describe the three issues associated with group decision making.

(10 marks)

B. List the five motives that affect people's participation in social networking.

(10 marks)

(20 marks)

(Total: 40 marks)

SECTION B

INSTRUCTION: Answer ALL questions.

Case Study 1

Best Buy's Clockless Office

Kelly McDevitt is an online promotions manager for Best Buy. Her work day begins and ends at home. In between, she may work on a project in the morning, take a nap, and pick her kids up from school. She has no set hours and is most productive at night. She goes to the office only for meetings, which are rare and optional. McDevitt, along with the other employees at Best Buy's Minneapolis headquarters, works the hours she chooses, thanks to a program called results-only work environment or ROWE.

ROWE was the brain child of human resource colleagues Jody Thompson and Cali Ressler to solve a big problem at Best Buy. Top performers were leaving the company. An employee survey found that supervisors were constantly looking over employees' shoulders and didn't trust them to do their jobs. Stressed-out employees needed a change in the work environment. Since flextime wasn't very popular, Thompson and Ressler decided to start from scratch and developed ROWE. The program allows Best Buy employees like Kelly McDevitt to do their work whenever and wherever they wish. The number of hours worked isn't important, nor is putting in time around the office. All that matters is whether or not the work gets done well. "ROWE is all about working at one's peak," says Thompson. "If work is based on time, people will waste it; if it's based on results, they won't."

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The concept was tested on a few small groups, one under senior vice-president John Thompson, a traditional manager and supporter of face time (time spent at the office where employees can see others and talk in person). Thompson was known to be skeptical about the ROWE program; he thought work simply would not get completed without direct supervision. He kept asking, "How are we going to measure this so you know you're getting the same productivity out of people?" Thompson admits he was wrong. Not only did the work get done, performance was better. ROWE is redefining the concept of being a manager.

While no one checks anyone's whereabouts, supervisors are always in touch. Meeting attendance is negotiated with your supervisor. "With ROWE, managers are mentors and everything is done by negotiation," Ressler says.

By most accounts, the program has been successful. Employee productivity increased an average of 35% by groups using the program. Turnover also decreased, and the top performers are staying around longer. Voluntary turnover dropped between 52% and 90% in three divisions where turnover was measured. Thompson and Ressler note that all Best Buy groups that have switched to ROWE are experiencing similar results.

Questions

- a. Why is it important for companies like Best Buy to design programs that motivate employees? How does ROWE help accomplish this? **(6 marks)**
- b. Based on the content perspectives of employee motivation, what needs are met by the ROWE program? **(7 marks)**
- c. What is the difference between flextime and ROWE? Which method do you think is superior in terms of motivation? **(7 marks)**

20 marks

Case Study 2**CASE STUDY: AN UNDERWATER MEETING**

On Saturday October 17, 2009, forty-two year old and democratically elected President Mohammad Nasheed of the Maldives invited his 13 officials to a cabinet meeting: the world's first underwater governmental meeting. The meeting "room" was in a lagoon off Girifushi, in the North Male atoll, and the ministers dove 20 feet (6 meters) to meet around a horseshoe-shaped table on the sea floor.

The Maldives, located southwest of Sri Lanka, is an Indian Ocean archipelago, whose 1,192 islands stretch for 850 kilometers (530 miles). The Maldivian islands are on average only 2 meters (7 feet) above sea level, and they comprise the lowest-lying nation on the planet.

The meeting agenda highlighted how global warming was threatening disappearance of the Maldives within a century. In 2007, data about this threat were confirmed by the United Nation (UN) Intergovernmental Panel on Climate Change, warning "that a rise in sea levels of 18 to 59 centimeters (7 to 23 inches) by 2100 would be enough to make the Maldives virtually uninhabitable." The decision made at the meeting was to sign off on an agreement for carbon emission cuts: "We must unite in a global effort to halt further temperature rises." The meeting took place prior to the United Nations climate change conference in December, in anticipation of the renegotiation of the Kyoto Protocol.

The safety of the ministers was well considered; they held a dress rehearsal the day before; coral on the reef was checked for harmful creatures; participants communicated via hand signals to indicate they were okay. Instead of dressing in business suits, though, the 14 government ministers donned scuba diving gear and also wore name tags. Just as in every meeting, discussion took place, but here it was through writing on a special white board. The meeting was broadcast live on television. Inhabitants on Kuda Huvadhoo island built a sealed box, put their television in it, and, following their governments' lead, dove to the depths to view the underwater meeting—underwater.

Back on dry land, the cabinet ministers were to sign their wet suits for auctioning on the www.protectthemaaldives.com Web site in a bid to raise money for protecting coral reefs.

President Nasheed used the meeting venue as a publicity exercise to push for action so that his people can continue to live in the Maldives well into the future.

Questions

- a. Communication as shown in the above case is more than merely imparting meaning. There are other purposes why communication is important. Discuss the functions of communication.

(5 marks)

- b. Based on the above case, describe the communication process and distinguish between formal and informal communication.

(5 marks)

- c. Discuss the barriers to effective communication in conducting such a meeting as seen in the case.

(10 marks)

(Total 40 marks)

END OF QUESTION PAPER