



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
OCTOBER 2024 SEMESTER**

COURSE CODE : EAB31403
COURSE NAME : ORGANISATIONAL STUDIES
PROGRAMME NAME : BACHELOR IN ACCOUNTING (HONS)
DATE : 7 FEBRUARY 2025
TIME : 3.00 PM – 6.00 PM
DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please **CAREFULLY** read the instructions given in the question paper.
 2. This question paper has information printed on both sides of the paper.
 3. This question paper consists of **TWO (2) Sections; Section A and Section B.**
 4. Answer **ALL** questions from **Section A and 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.**
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THERE ARE SIX (6) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

Question 1

Mr Ahmad is a manager at the Sun Carrier Sdn Bhd, running a logistic company for 25 years. It is time for him to retire and to recruit a new manager to replace him. After doing his homework his finds out it is important for him to recruit a manager who has different managerial skills. List and explain in detail the **THREE (3)** managerial skills which are important for this position.

(10 marks)

Question 2

Emotions are reactions to a person or an event. Employers believe emotions and moods can be disruptive which hinder performance and productivity. As an employer how would they identify the differences between emotions and mood so that they could monitor the behaviour of the employees in the workplace. Based on this statement, explain the **FIVE (5)** differences between emotions and moods. State each difference with an example

(10 marks)

Question 3

Motivating employees is one of the most important and challenging aspects of management. It is not about working hard but also reflects the views of your own capabilities. According to Abraham Maslow's hierarchy of needs, within every human being, there exists a hierarchy of five needs. Identify and explain the **FIVE (5)** needs stated by Abraham Maslow providing each need with an example.

(10 marks)

Question 4

Malaysia is a culturally diverse country with organizations comprising individuals from various backgrounds. Discuss **THREE (3)** key components of effective diversity management programs and how organizations can successfully manage diversity in the workplace.

(10 marks)

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SECTION B (Total: 60 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 5****“LEADERSHIP METTLE FORGED IN BATTLE”**

In 2008, facing a serious shortage of leadership-ready employees at the store management level, Walmart decided to recruit from the U.S. military. The company sent recruiters to military job fairs and hired 150 junior military officers, pairing them with store mentors to learn on the job. The result: Walmart claims that it's been able to bring in world-class leaders who were ready to take over once they had learned the retail business that Walmart could easily teach them. Other organizations that have heavily recruited from the military in recent years include GE, Home Depot, Lowe's, State Farm Insurance, Merck, and Bank of America.

It's not really surprising to see companies turn to the military for leadership potential. A long tradition of books and seminars advises leaders to think like military leaders ranging from Sun Tzu to Norman Schwarzkopf. And military veterans do have a variety of valuable skills learned through experience. General David Petraeus notes, "Tell me anywhere in the business world where a 22 or 23-year-old is responsible for 35 or 40 other individuals on missions that involve life and death . . . They're under enormous scrutiny, on top of everything else. These are pretty formative experiences. It's a bit of a crucible-like experience that they go through." Military leaders are also used to having to make do in less than optimal conditions, negotiate across cultures, and operate under extreme stress.

However, they do have to relearn some lessons from the service. Some may not be used to leading someone like an eccentric computer programmer who works strange hours and dresses like a slob, but who brings more to the company's bottom line than a conventional employee would. Indeed, in some companies like Google, there is nothing like the chain of command military leaders are used to. Still, most forecasts suggest there will be an ample supply of battle-tested military leaders ready to report for corporate duty in the near future, and many companies are eager to have them.

Questions

- (a) Do you think leaders in military contexts exhibit the same qualities as organizational leaders? Why or why not?
(5 marks)
- (b) In what ways not mentioned in the case would military leadership lessons not apply in the private sector?
(3 marks)
- (c) What might military leaders have to relearn to work in business?
(2 marks)
- (d) Are certain types of work or situations better suited to benefit from the presence of "battle-tested" leaders? Provide **ANY TWO (2)** examples and support your answer with relevant explanations.
(10 marks)
- (e) Identify and discuss the characteristics of transactional and transformation leaders that may reflect the leadership style of the above.
(10 marks)

Question 6

“Lessons for ‘Undercover’ bosses”

Executive offices in major corporations are often far removed from the day-to-day work that most employees perform. While top executives might enjoy the perquisites found in the executive suite, and separation from workday concerns can foster a broader perspective on the business, the distance between management and workers can come at a real cost: Top managers often fail to understand the ways most employees do their jobs every day. The dangers of this distant approach are clear. Executives sometimes make decisions without recognizing how difficult or impractical they are to implement. Executives can also lose sight of the primary challenges their employees face.

The practice of “management by walking around” (MBWA) works against the insularity of the executive suite. To practice MBWA, managers reserve time to walk through departments regularly, form networks of acquaintances in the organization, and get away from their desks to talk to individual employees. The practice was exemplified by Bill Hewlett and Dave Packard, who used this management style at HP to learn more about the challenges and opportunities their employees were encountering. Many other organizations followed suit and found that this style of management had advantages over a typical desk-bound approach to management. A recent study of successful Swedish organizations revealed that MBWA was an approach common to several firms that received national awards for being great places to work.

The popular television program “Undercover Boss” took MBWA to the next level by having top executives from companies like Chiquita Brands, DirectTV, Great Wolf Resorts, and NASCAR work incognito among line employees. Executives reported that this process taught them how difficult many of the jobs in their organizations were, and just how much skill was required to perform even the lowest-level tasks. They also said the experience taught them a lot about the core business in their organizations and sparked ideas for improvements.

Although MBWA has long had its advocates, it does present certain problems. First, the time managers spend directly observing the workforce is time they are not doing their core job tasks like analysis, coordination, and strategic planning. Second, management based on subjective impressions gathered by walking around runs counter to a research and data-based approach to making managerial decisions. Third, it is also possible that executives who wander about will be seen as intruders and overseers. Implementing the MBWA style requires a great deal of foresight to avoid these potential pitfalls.

Questions

- (a) What are some of the things managers can learn by walking around and having daily contact with line employees that they might not be able to learn from looking at data and reports?
(5 marks)
- (b) As an employee, would you appreciate knowing your supervisor regularly spent time with workers?
(3 marks)
- (c) How would knowing top executives routinely interact with line employees affect your attitudes toward the organization?
(3 marks)
- (c) In what alternative ways can executives and organizational leaders gain insights into day-to-day business operations without resorting to going "undercover"?
(8 marks)
- (d) Are there any dangers in the use of a management by walking-around strategy? Justify your answer.
(3 marks)
- (e) Based on the above answer, could this strategy lead employees to feel they are being spied on? Elaborate your answer.
(4 marks)
- (f) And what actions on the part of managers might minimize these concerns?
(4 marks)

END OF EXAMINATION PAPER