



**UNIVERSITI KUALA LUMPUR
MALAYSIAN INSTITUTE OF INDUSTRIAL TECHNOLOGY**

**FINAL EXAMINATION
JANUARY 2016 SEMESTER**

SUBJECT CODE	:	JGB 20402
COURSE TITLE	:	HUMAN BEHAVIOUR IN ORGANIZATION
PROGRAMME LEVEL	:	BACHELOR
DATE	:	25 MAY 2016
TIME	:	2.30 PM - 5.30 PM
DURATION	:	3 HOURS

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.
 4. Answer **ALL** questions in Section A. Choose **THREE (3)** questions in section B.
 5. Please write your answers on the answer booklet provided.
 6. Please answer all questions in the English language only.
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THERE ARE 3 PAGES OF QUESTIONS EXCLUDING THIS PAGE.

SECTION A (Total: 40 Marks)**INSTRUCTION: Answer All questions.****Please use the answer booklet provided.****Question 1**

Understanding organizational behavior has never been more important for managers. Today's challenges bring opportunities for managers to use OB concepts.

- (a) Briefly define what organization behavior is. (2 Marks)
- (b) Identify and examine **FIVE (5)** challenges and opportunities for managers when applying OB concepts. (8 Marks)

Question 2

French industrialist Henri Fayol wrote that all managers carry out five management functions: planning, organizing, commanding, coordinating, and controlling. Today, we have shortened these to four: planning, organizing, leading, and controlling. However, these functions get complicated if we do not understand them enough. Demonstrate how the management functions of planning, organizing, controlling and leading are different from one another. (10 Marks)

Question 3

Attitudes are complex. If you start to enquire about how people's attitude towards work or their bosses affects them or the organization they work for, you may get a simple response. Most people seldom bother about the underlying reasons because they are probably complicated. In order to fully understand attitudes, we must consider their fundamental properties or components.

- (a) Explain the **TWO (2)** components of attitudes. (2 Marks)
- (b) Illustrate a workplace of how people seek consistency among their attitudes and their behavior by reducing the state of having inconsistent thoughts, beliefs or attitudes (cognitive dissonance). Sort your example into the **THREE (3)** main components of attitudes. (8 Marks)

Question 4

Transactional and transformational leadership are not opposite ends. In fact they complement each other. Transformational leadership builds on transactional leadership to result in greater follower effort and performance beyond what transactional leadership alone can do. However, the reverse is not true. A good transactional leader who does not have transformational qualities will probably only be a mediocre/average leader. The best leaders are both transactional and transformational.

- (a) Explain the term leadership. (2 Marks)
- (b) Compare the differences between transactional leadership and transformational Leadership. Use a comparison chart. (8 Marks)

SECTION B (Total: 60 Marks)

INSTRUCTION: Answer THREE (3) question only.

Please use the answer booklet provided.

Question 1

Groups generally go through a predictable order in their development. Although not all groups follow a five-stage model, it is a useful framework for understanding group development. This understanding will help to answer some complex situations involving group behavior. Contrast the stages in the **FIVE (5)-Stage** model of group development.

(20 Marks)

Question 2

People have needs and they are different from one person to another. Because these needs have got to be satisfied, it is important to know what they are and how they are satisfied. **Two (2)** best-known theories are Maslow's hierarchy of needs and McClelland's theory of needs. Maslow hypothesized that within every human being, there exists a hierarchy of five needs while McClelland's theory of needs state that having the right needs lead to certain outcomes.

- (a) Briefly explain the Maslow's hierarchy of needs theory and McClelland's theory of needs. (10 marks)
- (b) Explain how they are similar to each other, i.e., the similarities between Maslow's Hierarchy of needs theory and McClelland's theory of needs. (10 Marks)

Question 3

Common to most people is the idea that conflict is a perception. If no one is aware of a conflict, then it is generally agreed that no conflict exists. Also needed to begin the conflict process are opposition or incompatibility and some form of interaction. Therefore, conflict can be defined as a process that begins when one party perceives what another party has or is about to negatively affect something the first party cares about. Discuss the conflict process. (20 Marks)

Question 4

An organizational structure defines how job tasks are formally divided, grouped, and coordinated. Managers need to address six key elements when they design their organization's structure and one of them is span of control.

- (a) Elaborate why span of control is important within an organization. (10 marks)
- (b) Analyse the common organizational design that would most likely have the widest span of control. (10 Marks)

END OF EXAMINATION PAPER