



**UNIVERSITI KUALA LUMPUR  
BUSINESS SCHOOL**

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**FINAL EXAMINATION  
OCTOBER 2025 SEMESTER**

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**COURSE CODE** : EAB31403  
**COURSE NAME** : ORGANISATIONAL STUDIES  
**PROGRAMME NAME** : BACHELOR IN ACCOUNTING (HONS)  
(FOR MPU: PROGRAMME LEVEL)  
**DATE** : 25 JANUARY 2026  
**TIME** : 02.00PM - 05.00PM  
**DURATION** : 3 HOURS

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**INSTRUCTIONS TO CANDIDATES**

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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** section.
  4. Section A consists of **FOUR** questions. Answer **ALL**. Section B consists of **FOUR (4)** questions answer **THREE (3)** only.
  5. All questions must be answered in **English** (any other language is not allowed).
  6. Please write your answer on th answer booklet provided.
  7. This question paper must not be removed from the examination hall.
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**THERE ARE 3 PAGES OF QUESTIONS, EXCLUDING THIS PAGE.**

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

Individual behavior from the foundation of group and organizational outcome.

- a) Explain **two (2) individual-level behavioral factors** (e.g. personality, perception, attitude, or values) that influence how employees behave at work. (10 Marks)
- b) Discuss how these individual behaviors may **affect social interactions and group dynamics** within an organization, such as teamwork, conflict, or collaboration. (10 Marks)

**Question 2**

Motivation is a key concern for managers, particularly in ensuring employee performance and commitment.

Using **any two (2) motivation theories**, explain how managers can influence employee behavior and performance in an organization.

Your answer should include:

- Explanation of the theories
- Practical workplace examples relevant to an organization (20 marks)

**SECTION B (Total: 60 marks)****INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question B1****Case Study:**

A medium-sized accounting firm has recently experienced low employee morale, poor communication between departments, and high staff turnover. Employees feel that managers rarely listen to their concerns, instructions are often unclear, and leadership decisions are made without employee involvement.

As a result, deadlines are frequently missed, and teamwork among staff has declined.

- a) Analyze the situation using **communication theory**. Explain how **ineffective** communication contributes to the behavioral and performance problems in the organization. (15 marks)
- b) From a **leadership perspective**, explain how an appropriate leadership style could improve employee motivation, communication, and teamwork in the firm. (15 marks)

**Question B2**

Organizational behavior plays an important role in managerial effectiveness.

- a) Explain the relationship between **organizational behavior and management**. Why is understanding organizational behavior important for managers, especially in decision-making and people management? (15 marks)
- b) As a future accounting professional, discuss how knowledge of organizational behavior can help you:
- Manage teams
  - Handle ethical issues
  - Improve organizational performance
- (15 marks)

**END OF EXAMINATION PAPER**