



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
MARCH 2026 SEMESTER**

COURSE CODE	: EAB31403
COURSE NAME	: ORGANISATIONAL STUDIES
PROGRAMME NAME (FOR MPU: PROGRAMME LEVEL)	: BACHELOR IN ACCOUNTING (HONS)
DATE	: 22 JUNE 2026
TIME	: 02.00 PM - 05.00 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 **ONE (1)** section; Section A.
4. Section A consists of **TEN (10)** questions. Answer **ALL**.
5. All questions must be answered in **English** (any other language is not allowed).
6. Please write your answer on the answer booklet provided.
7. This question paper must not be removed from the examination hall.

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

SECTION A (Total: 100 marks)

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

Question 1

A technology company in Malaysia recently experienced several organizational problems. Employees frequently arrive late to work, communication between departments is weak, and many workers feel dissatisfied with their jobs. The manager plans to improve teamwork, employee motivation, and organizational effectiveness by applying Organizational Studies (OS) concepts.

- (a) Define Organizational Studies (OS).
(2 marks)
- (b) Explain **TWO (2)** core topics of Organizational Studies that can help solve the company's problems.
(4 marks)
- (c) Describe **TWO (2)** managerial skills that the manager should possess to improve organizational effectiveness.
(4 marks)

Question 2

ABC Tech Solutions has noticed that several employees are becoming less motivated at work. Some employees often complain about their supervisors, while others are actively searching for new jobs. Management also found that employees who are satisfied with their jobs tend to perform better and rarely miss work.

Based on the scenario above, answer the following questions:

(a) Explain the **THREE (3)** components of attitude with **ONE (1)** suitable example for each component based on the scenario.

(6 Marks)

(b) Identify and explain **TWO (2)** employee responses to dissatisfaction that can be observed in the scenario.

(4 Marks)

Question 3

(a) Define emotional labor and emotional dissonance.

(4 marks)

(b) Differentiate between surface acting and deep acting with suitable workplace examples.

(4 marks)

(c) State **TWO (2)** effects of negative emotions on workplace behavior.

(2 marks)

Question 4

(a) Explain **THREE (3)** Big Five personality traits.

(6 Marks)

(b) Differentiate between Person-Job Fit and Person-Organization Fit.

(2 Marks)

(c) State **TWO (2)** reasons why values are important in organizational behavior.

(2 Marks)

Question 5

- (a) Define surface-level diversity and deep-level diversity.
(4 marks)
- (b) Explain **TWO (2)** diversity management strategies to improve workplace harmony and employee effectiveness.
(4 marks)
- (c) State **ONE (1)** difference between intellectual ability and physical ability.
(2 marks)

Question 6

A manager at a manufacturing company noticed that employee productivity has been decreasing over the past three months. Employees frequently complain about unfair salary distribution, lack of recognition, and poor working conditions. Some employees also feel that their hard work is not appreciated compared to others in the organization.

Based on the situation above:

- (a) Explain **TWO (2)** hygiene factors and **TWO (2)** motivators in Herzberg's Two-Factor Theory that are related to the case.
(4 marks)
- (b) Using Adams' Equity Theory, explain why employees may feel demotivated in this organization.
(3 marks)
- (c) Suggest **THREE (3)** managerial actions that can improve employee motivation based on contemporary motivation theories.
(3 marks)

Question 7

- (a) Explain **FOUR (4)** barriers to effective communication that may occur in the organization.

(4 Marks)

- (b) Differentiate between high-context culture and low-context culture in communication. Provide **ONE (1)** example for each culture.

(4 Marks)

- (c) Suggest **TWO (2)** ways the organization can improve cross-cultural communication among employees.

(2 Marks)

Question 8

A technology company in Malaysia created a project team consisting of 12 employees from different departments to develop a new mobile application. During the early meetings, several members argued about leadership and responsibilities. After a few weeks, the members became closer, worked effectively together, and successfully completed the project. However, the manager noticed that some employees contributed less effort when working in the large team compared to when they worked individually.

Based on the situation above:

- (a) Identify and explain **THREE (3)** stages of group development experienced by the project team.

(6 Marks)

- (b) State and explain the group behavior issue shown by employees who contributed less effort in the team. Suggest **TWO (2)** managerial actions to reduce this problem.

(4 Marks)

Question 9

A technology company in Malaysia plans to improve employee performance by forming a new project team to develop an online customer service system. The manager decides to include employees from the IT, Marketing, Finance, and Customer Service departments. The team members are required to collaborate remotely using online meeting platforms and cloud-based software.

Based on the situation above:

- (a) Identify the type of team formed by the company and justify your answer.
(4 Marks)
- (b) Explain **THREE (3)** characteristics of effective teams that can help this team achieve success.
(6 Marks)

Question 10

- (a) Explain **TWO (2)** leadership behaviors from the Behavioral Leadership Approach that can improve employee performance.
(4 marks)
- (b) Differentiate between transactional leadership and transformational leadership.
(4 marks)
- (c) State **ONE (1)** importance of trust in authentic leadership.
(2 marks)

END OF EXAMINATION PAPER