

**FINAL
ALTERNATIVE ASSESSMENT**

(COVER PAGE)

Session : April 2020

Programme : Diploma in Business (DIB)

Course : MGT2103: Organizational Behaviour

Date of Examination : August 5, 2020 (Wednesday)

Time : 12.00noon – 2.30pm Reading Time : Nil

Duration : 2 Hours : 30 Minutes

Special Instructions :

Answer ALL questions in A4 FOOLSCAP PAPER.

Materials permitted : Nil

Materials provided : Nil

Examiner(s) : Ihsan Mahmood, Kumaran Letchimi Kanthan and Corinna Chong
Set Yen

Moderator : Gilbert Sundram

This paper consists of 3 printed pages, including the cover page

DIPLOMA IN BUSINESS PROGRAMME (DIB)
MGT2103: ORGANIZATIONAL BEHAVIOUR
FINAL ALTERNATIVE ASSESSMENT: APRIL 2020 SESSION

Course	MGT2103 Organizational Behaviour
Student Evaluation	40% Time Based Exam (Final)
Programme	DIPLOMA IN BUSINESS
Session	April 2020
Lecturer(s)	Ihsan Mahmood
Assignment	Individual Written Answer on Case Scenario
Duration	2.5 Hours

CASE SCENARIO 1: (75 marks)

James is the Chief Executive of Indiana Company, a manufacturer of prepared frozen foods. The company is facing difficult business conditions with strong competition from supermarket own brand products and consumer demand for variety of new products as their taste change.

However, James is aware of the problems the company has encountered when undertaking new product development (NPD) in the past. Whilst collaboration is essential, instead there has been disagreements and arguments between the various departments.

The marketers complain that the Research and Development (R&D) department is very slow in responding to their proposals for new recipes and the whole process of R&D takes too long. The production department has protested that R&D does not consider the implications and product packaging. The sales team is frustrated by the length of time the whole NPD process takes. The lack of new products puts it at a disadvantage when negotiating with retailers to sell Indiana Company's products.

The finance department is concerned that the investment in NPD does not provide adequate returns, and both the marketing and R&D Departments are always over budget. However, other departments see finance as controlling and sanctioning spend rather than supporting new product development.

James knows that, to remain competitive, changes need to be made to the NPD process in the company. He has decided to establish a cross-functional team to work on a new range of ready prepared frozen foods to appeal to the luxury end of the market.

Question 1

Explain the **FIVE (5)** sources of conflict between the different departments in Indiana company.
(25 marks – between 500- 600 words)

Question 2

Using your knowledge on **Tuckman's** Group Development, explain the **FOUR (4)** stages of development that will lead to James team success.
(25 marks – between 500- 600 words)

Question 3

- (a) Using **Blake and Mouton's grid (Management Grid)** , briefly explain which Leadership style is most appropriate for James.
(5 marks)
- (b) Explain **TWO (2)** examples each in terms of concern for people and concern for production in this Leadership style.
(20 marks)
- (Total: 25 marks)**

CASE SCENARIO 2: (25 marks)

Lois , the senior partner of Manson, a medium sized accountancy firm, has worked for Manson for over 20 years and has sound knowledge and understanding of the different activities of the firm's business. Over the years, Lois has become known for his fairness in how he manages his staffs. He is also well liked and respected for his enthusiastic approach. He always has time to encourage and mentor younger members of staff.

The firm has recently invested in new technology which will improve the effectiveness of its office systems, but will mean the roles and responsibilities of the support staff will change. Lois has taken on the unenviable role of leading the project to introduce the technology and members of staff and he will need to draw on various sources of power to ensure the changes are successfully implemented.

Question 1

Explain the **FIVE (5) sources of power** that Lois has and which will help him in introducing the changes.
(25 marks – between 500 – 600 words)

≈ The End ≈

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