

**FINAL ALTERNATIVE ASSESSMENT**

(COVER PAGE)

Session : January 2021

Programme : Diploma in Business (DIB)

Course : MGT2106: Organizational Behaviour

Time Start : March 9, 2021 (Tuesday) @ 10.00am

Time End : March 10, 2021 (Wednesday) @ 10.00am

Duration : 24 Hours

**Special Instructions :**

Answer ALL questions in A4 FOOLSCAP PAPER.

Materials permitted : Nil

Materials provided : Nil

Examiner(s) : Ihsan Mahmood

Moderator : Christina Rathy A/P Anthony Samy

*This paper consists of 8 printed pages, including the cover page*

DIPLOMA IN BUSINESS PROGRAMME (DIB)  
MGT2106: ORGANIZATIONAL BEHAVIOUR  
FINAL ALTERNATIVE ASSESSMENT: JANUARY 2021 SESSION

<b>Semester</b>	JANUARY 2021	<b>Module Code</b>	<b>MGT2106</b>
<b>Module Title</b>	<b>ORGANIZATIONAL BEHAVIOUR</b>		
<b>Coursework Structure</b>	FINAL Take Home Assignment	<b>Assignment Weighting</b>	40%
<b>Assignment Title</b>	Essay		
<b>Coursework Submission Deadline</b>	Date: 10 <sup>th</sup> March 2021 (Wednesday) Time: <b>(24hours)</b> Method: Safe Assign via Blackboard		

<b>Assessment Criteria</b>
<b>Learning Outcomes: Knowledge and Understanding tested in this assignment:</b>
CLO1: Explain the concepts, theories, and processes of organizational behavior in organization. [C2, PLO1]
CLO2: Report the ways in managing individual and group behavior within an organization. [A3, PLO5]
CLO3 : Explain the different types of organizational design, culture and performance of organizations. [C2, PLO1]

<b>Instructions for students please read and follow</b>
<b>If anyone found to not adhere to this instructions will be penalized</b>
1. You have exactly <b>24 hours to solve the exam</b> . The exam starts now – <b>10am, 9<sup>th</sup> March 2021 (Tuesday) and ends at 10am, 10<sup>th</sup> March 2021 (Wednesday)</b> . Your answer should be <b>uploaded to the final exam assessment safe assign folder by 10 am</b> .
2. <b>ABSOLUTELY NO EXTENSIONS</b> . Late submission will be will be subjected to a <b>marks deduction of 50%</b> .

3. The exam **MUST** be taken completely alone. Any discussion among classmates or other students in the course or senior course mates who have completed this course is forbidden.

4. You may **NOT** consult any external resources. This means **NO** Internet searches. You **MAY NOT** use Google or any other search engines for any reason. You **MAY NOT** use any shared Google documents.

5. Any source taken from books, notes etc **HAS TO BE CITED** with referencing, **DO NOT COPY AND PASTE** but write in your own understanding and paraphrase.

6. **PARAPHRASING TOOLS are NOT ALLOWED**, any answers detected using **PARAPHRASING TOOL** will be automatically awarded 0 marks.

7. Answer Format

- Your answers **MUST BE TYPED using Microsoft Words**. Your answers should be arranged in sequence (starting with Q1a, Q1b, Q2, etc.) and labelled properly.
- Your answer should adopt the format of an academic piece of report work. Write in fluent, formal English.
- You are required to produce your answers within the required word counts as stated at every question.

8. Additional requirement to the overall answer presentation

- a. Student ID Number on each page (Header).
- b. Page number on each page (Footer)
- c. Font type: Arial
- d. Font size: 12
- e. Line spacing: 1.5

9. Safe Assign

- a. You are required and given **ONE (1)** attempt to submit your work to SafeAssign via Blackboard. The similarity should not exceed **25%**.
- b. Should the similarity exceeded 25%, penalty will be imposed as per below measurement:
  - 0%-25% -- no penalty
  - 26%-50% --30% deduction from total grading
  - 51%-80% -- 50% deduction from total grading
- c. **PLEASE TAKE NOTE: Only Microsoft Word Document File Format is ACCEPTED**. Any other **FORMAT UPLOADED WILL NOT BE MARKED!**

10. Marking is based on **QUALITY** of your answers the more **UNIQUE/CREATIVE/ORIGINAL** your answer is the **BETTER YOU SCORE!**

11. **NO REQUEST** of help or a second chance **will be entertained** IF PLAGIARISM RATE is MORE THAN 25%. Automatically marks WILL BE DEDUCTED.

**The title of the assignment:** Essay on Organizational Behavior

The essay tests your insights and in-depth understanding of OB issues as covered in the module.

**Instructions:** This assignment consists of **4 Case Study (4)** essay questions. Answer **ALL** questions.

### **Case Study Scenario 1**

The plant manager requests a meeting with Ken Arnold, the Korean Team's American liaison. The objective of the meeting is to discuss on the Korean team's unease with individual incentive reward system and their desire for more clear-cut rules. The plant manager wants to know Ken's reaction to these issues before she makes suggestions for improving production procedures.

Ken is interested in the Korean team's impression of the American system. The plant manager has used the individual incentive reward system for several years. However, he feels that the team reward system that he is been reading about might increase productivity and employee satisfaction.

Ken and a pleasantly surprised Leen agree to write a proposal to the plant manager about moving towards team reward system.

Ken is also puzzled by the Korean need for clearer rules. He tells Leen that Americans generally don't like specific behavioral rules and he doubts that requires the American workers to conform to additional rules will go well.

However, after a long discussion, they decided that a question-and-answer session to clarify plant policies will ease the Koreans' transition and it will be a good opportunity to build rapport with the American workers.

Leen is encouraged by Ken willingness to listen and respect his request. They agree to meet regularly to discuss ways they can ease the Korean team's discomfort and improve overall effectiveness of the production area.

### Question 1

Explain the Big Five Model personality traits that Ken and Leen have.

Support your explanation with relevant examples and points from the case scenario. Your answer should not be more than 800 words (25 marks)

### Case Study Scenarios 2

Susan is a supervisor working in a Production Line PL -6 with 30 workers reporting to her. She has a result oriented and autocratic style and this has impressed her section head since she joined the section.

During the five minutes briefing on a Monday morning, Susan was giving instructions to her operators. She said all workers must work very hard to achieve the daily target regardless of problems they were facing at personal or work level.

She warned them if they cannot meet the goal even once a month, all of them will be penalized through their performance appraisal at the end of the year.

During lunchtime in a cafeteria, Muthu, Seng Chai and a few other members from the same team had just finished their lunch. They started expressing their unhappiness and commented on the briefing given by their supervisor, Susan.

Muthu felt that Susan was pushing them too much and becoming very unreasonable towards them. Seng Chai added that there are many other factors for Susan to consider but she doesn't seem to be doing so. He continued to say it is unfair to penalize the workers if the target is not achieved due to factors beyond their control.

A few weeks later, Susan noticed that Seng Chai and Muthu was absent and did not report to work for several days without any acceptable reason. Furthermore, she was very upset. The expectation target had not achieved.

### Question 2

(a) Explain the **TWO (2)** types of communication flow that exist in an organization.

Support your explanation with relevant examples and points from the case scenario. Your answer should not be more than 350 words.

(10 marks)

- (b) any **THREE (3)** communication barriers that you observed faced by Susan with her operators.

Support your explanation with relevant examples and points from the case scenario. Your answer should not be more than 450 words.

(15 marks)

**(Total: 25 marks)**

### **Case Study Scenario 3**

Elizabeth and Azian work in the same department in a multi-national company (MNC) in Malaysia and they report to Mr. Ben. They are co-workers and have been working together in the same department for the past four years. Due to their close relationship, they get along well during and also after office hours. Both of them share the same interests at work and they plan their career paths together.

Last week, Elizabeth noticed that Azian was called by Mr. Ben several times and she later heard from other colleagues that Azian has been selected to represent the organization in one of the conferences overseas.

Elizabeth was devastated as she was hoping to be selected. She had the impression that Azian has been going behind her back to seek permission to attend the conferences from Mr Ben. Since then, Elizabeth has been avoiding Azian and this has created a discomfort working atmosphere in the office.

Yesterday, Mr. Ben called Elizabeth to his office and handed her the invitation letter to attend the same conference with Azian. Elizabeth is happy but also confused.

" I'll be happy to attend the conference but I was informed that Azian would be representing the organization, 'she says.

Mr. Ben responded, "Well, actually I am sending both of you as I need both of you to create and build the social network for the organization there. Sorry, I should have informed you much earlier but my schedule was tight and I overlook the matter. I was made to understand that many of the participants are of the same interest and this would help us to market our products to them."

### **Question 3**

Explain **FIVE (5)** ways to avoid wrong perception between Elizabeth and Azian.

Support your explanation with relevant examples and points from the case scenario. Your answer should not be more than 800 words.

(25 marks)

#### **Case Study Scenario 4**

Haikal arrives at work to find several new emails. They were also an overflowing of documents in his in-tray from the previous day and his printer is displaying an error message. In addition, there was an urgent meeting request for 9.30 am.

When Haikal attempts to make his way to the coffee machine, he is interrupted twice on the way by his manager demanding to know the status of the project. Haikal is unable to answer his manager's queries successfully, he is not given a chance to explain. He begins to feel anxious about the day.

Haikal feels overwhelmed by the amount of work he has to do and is unable to focus enough to make a useful list of tasks for that day. Haikal calls the IT for a support to help him with his printer however the IT responds was not favoring his request.

Haikal rushes, unprepared, into the emergency meeting and emerges with numerous actions to add to his 'to do' list. Looking to his manager for clarification on the day's priorities, Haikal is met with the response that "everything should be a priority". Haikal is yet again unable to take a lunch break and has some chocolate and crisps at his desk, washed down with large amounts of coffee. As he gets up with the intention of stepping outside for ten minutes to get some air, Haikal soon decides against this as he could finish something off in ten minutes instead.

In the afternoon, Haikal ploughs through his priorities with little support from his manager. He works into the evening to get things finished as he is so worried about not meeting his deadlines. He generally gets little recognition for doing this as it's just seen as the norm. Before he knows it, Haikal has cancelled the trip to the gym he promised himself and yet again is unable to get home in time for dinner with his family.

By the time Haikal gets home, his children have gone to bed and he has been unable to spend any time with them. He was exhausted to have a proper conversation with his wife who wanted to discuss plans for relatives coming to stay at the weekend.

Due to a long working day, Haikal is experiencing muscular pains from sitting at his desk all day, as well as headaches from the computer screen and constant tiredness. He experiences an underlying feeling of anxiety and being unable to cope and is often irritable and withdrawn when he gets home at the end of the day.

To an outsider, Haikal looks like a hard-working man who gets the monetary rewards to go with this. However, many aspects of Haikal's working life are leading to physical and psychological ill health.

**Question 4**

Explain any **FIVE (5)** factors or sources that caused Haikal to be in this stressful situation.

Support your explanation with relevant examples and points from the case scenario. Your answer should not be more than 800 words.

(25 marks)

**~The End~**

*Formatted/MGT21036F/ January 2021 Session/hizam*