FINAL EXAMINATION

COURSE	:	**ORGANIZATIONAL BEHAVIOR**
COURSE CODE	:	**POB2113**
DURATION	:	**02 HOURS**

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **THREE (3)** parts   :   PART A (10 questions)
         :   PART B (20 questions)
         :   PART C (01 question)

2. Answer ALL questions from PART A, PART B and PART C.
    i.   Answer PART A in the True and False Sheet.
    ii. Answer PART B in the Objective Answer Sheet.
    iii. Answer PART C in the Answer Booklet provided.

3. Please check to make sure that this examination pack consists of:
    i.   The Question Paper
    ii. An Answer Booklet

4. Do not bring any material into the examination hall unless permission is given by the invigilator.

5. Please write your answer using a ball-point pen.

MYKAD NO   :   _____

ID. NO.   :   _____

LECTURER   :   _____

SECTION   :   _____

DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

The question paper consists of 08 printed pages

MAR2024/C/POB2113

PART A: TRUE/FALSE

1.   **(1 point)**
Employees value attachment, collaboration, trust, and support in "The Clan" culture.

2.   **(1 point)**
The actions of employees have a major impact on the organization's culture.

3.   **(1 point)**
The metamorphosis stage occurs as the new employee strives to adapt and align with the work, workgroup, and overall organizational dynamics.

4.   **(1 point)**
In a strong culture, the organization's core values are both intensely held and widely shared.

5.   **(1 point)**
The culture is weak if opinions vary widely among members.

6.   **(1 point)**
Outcomes are the final stage in the conflict process, encompassing the results or consequences that arise from the conflict resolution.

7.   **(1 point)**
Potential opposition or incompatibility is the second stage of the conflict process.

8.   **(1 point)**
Negotiation is a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

9.   **(1 point)**
A mediator is a trusted third party who provides an informal communication link between the negotiator and the negotiation partner.

10.   **(1 point)**
To understand negotiations in practice, the social factors of reputation and relationships should be considered.

PART B: MULTIPLE CHOICE

1.   **(1 point)**

The organizational culture is significantly molded by the actions of top management, as senior executives actively set and reinforce norms within the company.

How do senior executives establish norms in an organization?

A.   Through formal policies only.
B.   Through words and behavior.
C.   Through written documents only.
D.   Through delegation to middle management.

2.   **(1 point)**
In which stage of the socialization process does a new employee confront the possibility that expectations and reality may diverge?

A.   Pre-arrival Stage
B.   Post-arrival Stage
C.   Encounter Stage
D.   Metamorphosis Stage

3.   **(1 point)**
Which characteristics of organizational culture **BEST** describes the willingness of employees to embrace new ideas as well as to take risks and experiment?

A.   Integrity
B.   Adaptability
C.   Details orientation
D.   Result orientation

4.   **(1 point)**

While Roslin is working on a cooperative project with short deadlines, a teammate offers copying information to cut down on time. However, Roslin is confident in his own skills and will not do that.

Which of the following are characteristics of organizational culture that relate to Roslin?

A.   Details orientation
B.   Result orientation
C.   Adaptability
D.   Integrity

5.   **(1 point)**
Which three factors are evaluated during the selection process in order to keep the culture alive and ensure good performance?

A.   Appearance, communication skills, and personal interests.
B.   Attitude, familiarity with company culture, and physical fitness.
C.   Seniority, educational background, and personal preferences.
D.   Knowledge, skills, and abilities.

6.   **(1 point)**
Within a R&D Department, team members frequently use technical acronyms and specialized language during project discussions.

What does the use of specialized language aim to do to help employees identify with the culture?

A.   To promote individualism and isolate team members.
B.   To showcase the team's exclusivity and superiority over other departments.
C.   To expressing one's self to indicate membership in the organization.
D.   To confuse team members and hinder collaboration.

7.   **(1 point)**
Which of the following refers to the type of organizational culture that is based on change?

A.   The Clan
B.   The Market
C.   The Hierarchy
D.   The Adhocracy

8.   **(1 point)**
Which characteristics of organizational culture cause managers to focus on results or outcomes rather than on techniques?

A.   Team orientation
B.   Detail orientation
C.   Results orientation
D.   Customer orientation

9.   **(1 point)**

In an organization, new employees are welcomed with a formal induction ceremony that includes a speech by the top management and a team-building activity.

Which method is most accurate in explaining the given situation of how employees learn culture?

A.   Stories
B.   Rituals
C.   Symbols
D.   Language

10.   **(1 point)**
Which of the following is **NOT** a way to culture creation?

A.   They socialize employees to their way of thinking and feeling.
B.   Founders hire and keep only employees who think and feel the same way they do.
C.   The founders' own behavior encourages employees to identify with them and internalize their beliefs, values, and assumptions.
D.   Members who accept the core values, and the greater their commitment, the powerless the culture and its influence on member behavior.

11.   **(1 point)**

The team's overall synergy as well as the success of the client presentation are both at risk due to the disagreement over how work gets done.

Which of the following conflicts leads to these issues?

A.   Task conflict
B.   Process conflict
C.   Cognition conflict
D.   Relationship conflict

12.   **(1 point)**
In negotiation, what is the primary objective for each party involved?

A.   Promoting one-sided interests.
B.   Avoiding any form of compromise.
C.   Imposing decisions on the other party.
D.   Resolves an issue in a way that each party finds acceptable.

13. **(1 point)**
Two team members constantly disagree on project strategies, and their personal differences are affecting the team's performance. What type of conflict is most likely to be present?

A. Task conflict
B. Process conflict
C. Cognition conflict
D. Relationship conflict

14. **(1 point)**
What stage of the conflict process has occurred when team members identify statements, actions, and reactions?

A. Potential Opposition or Incompatibility
B. Cognition and Personalization
C. Intention
D. Behavior

15. **(1 point)**
How many stages that involve when two or more parties resolve an issue to achieve an agreement?

A. Three
B. Four
C. Five
D. Six

16. **(1 point)**
Which of the following statement is describe intention?

A. Intentions involve people's perceptions and emotions and influence how individuals respond to behavior.
B. Intentions help to predict accurately conflict in the organization.
C. Conflicts help to determine correct decision-making.
D. Intentions are relevant to law and procedure.

17. **(1 point)**
What stage of the negotiation process determines who, what, when, and how long the negotiations will last?

A. Preparation and planning
B. Definition of ground rules
C. Clarification and justification
D. Closure and implementation

18. **(1 point)**
Conflicts start to visible during the _____ stage of the conflict process.

    A.   first
    B.   third
    C.   fourth
    D.   second

19. **(1 point)**
Which stage of the negotiating process include creating the protocols required to carry out and monitor the agreement?

    A.   Definition of ground rules
    B.   Clarification and justification
    C.   Closure and implementation
    D.   Bargaining and problem solving

20. **(1 point)**
What is a social factor that can significantly influence how other parties perceive and interact, ultimately shaping the success of the negotiation process?

    A.   Isolation
    B.   Flexibility
    C.   Reputation
    D.   Aggressiveness

PART C: ESSAY

1. **(20 points)**

   Tech Solutions Inc. had been experiencing increased absenteeism, decreased productivity, low employee morale, showing signs of tension and burnout, all of which are indicators of workplace stress. Besides, some of the staffs have difficulty concentrating to perform task and have taken several sick days due to physical ailments like headaches and stomach issues. Employee surveys revealed that tight deadlines, unclear job roles, a lack of work-life balance, and poor communication were the primary stressors. Tech Solutions Inc.'s proactive approach to manage workplace stress through various organizational interventions yielded positive outcomes. By prioritizing employee well-being, clarifying job roles, fostering open communication, increased employee involvement and implementing wellness initiatives, the company created a healthier, more productive work environment.

   a. Identify **FOUR (4)** sources of stress at Tech Solutions Inc.   (4 points)

   b. Classify **THREE (3)** types of symptoms which reflate the consequences of stress and give example for each.   (6 points)

   c. Discover any **FIVE (5)** organizational approaches to manage stress at workplace.   (10 points)

END OF QUESTION PAPER