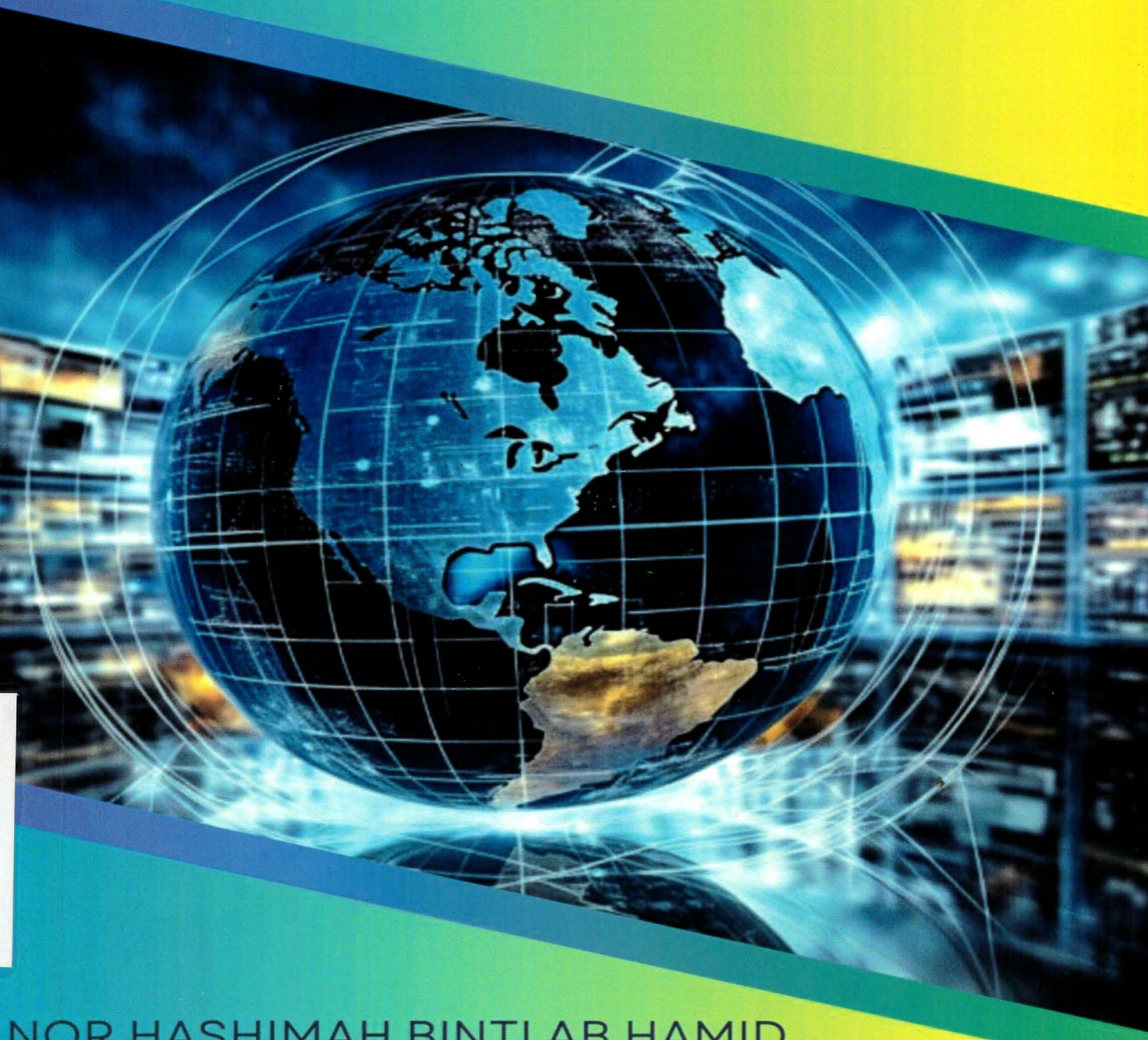
WORKBOOK

ORGANIZATIONAL BEHAVIOR

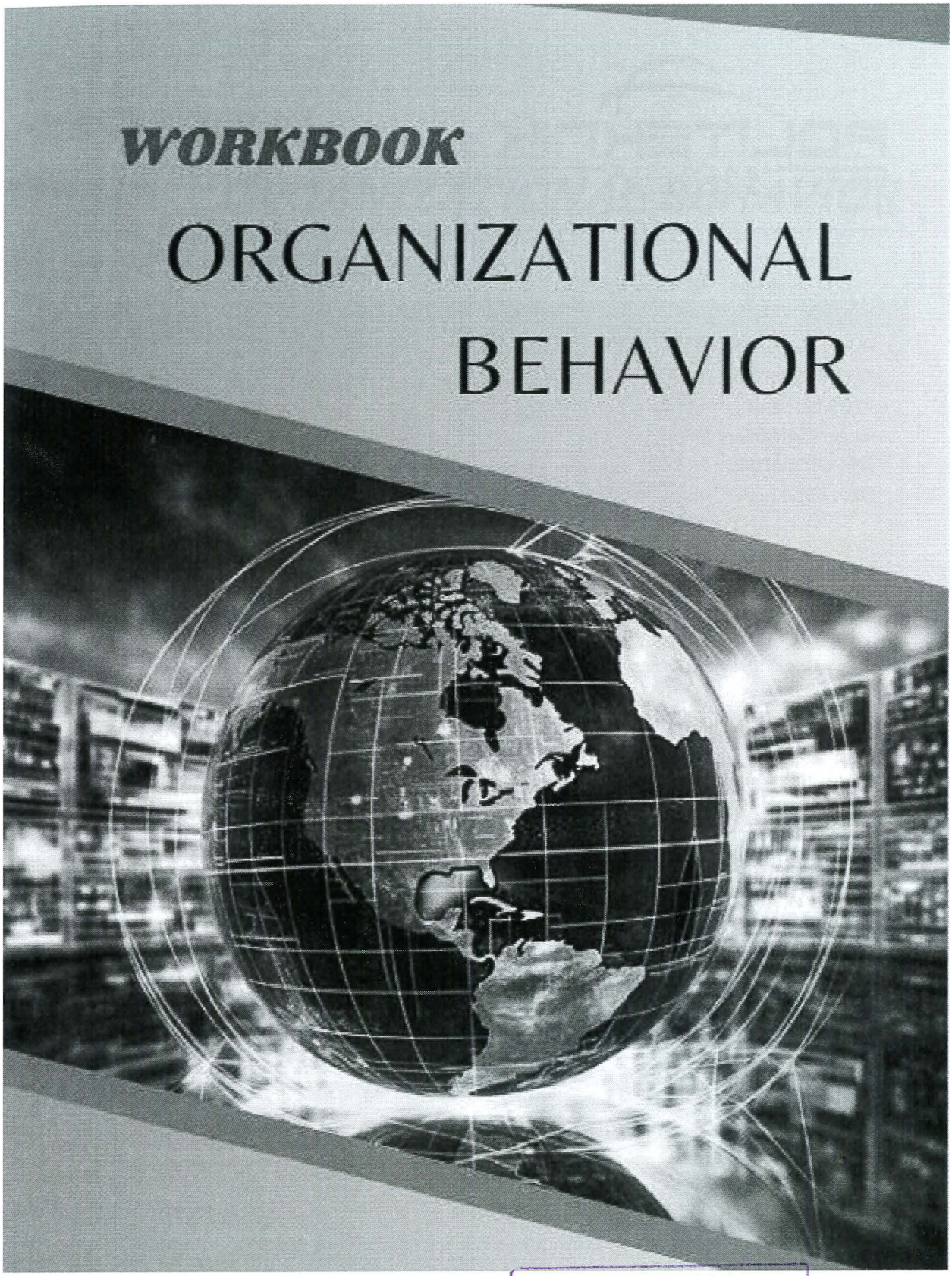


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BEHAVIOR

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WORKBOOK
ORGANIZATIONAL BEHAVIOR

NOR HASHIMAH BINTI AB HAMID
SAPIAH BINTI ISHAK
ROHANA BINTI MAT

PERPUSTAKAAN
POLITEKNIK PORT DICKSON

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WORKBOOK
ORGANIZATIONAL BEHAVIOR



THIS WORKBOOK BELONG'S TO:

NAME :_____

MATRICS NUMBER :_____

CLASS :_____

Acknowledgement

Alhamdulillah, praise to Allah the Almighty for making this workbook a reality. We would like to extend our heartfelt gratitude to all those who contributed to the creation of the "Workbook on Organizational Behaviour." This comprehensive guide was made possible through the dedication and expertise of numerous individuals.

First and foremost, we express our appreciation to the lecturers, whose vision and commitment were instrumental in crafting this invaluable resource. Their extensive knowledge of pricing strategies and methodologies formed the foundation upon which this workbook was built. We are also deeply thankful to the educators and professionals who reviewed and provided valuable insights during the development stages. Their feedback and suggestions helped shape the content and structure, ensuring its relevance and effectiveness in addressing the intricacies of organizational behaviour concepts. Furthermore, we extend our thanks to the students who actively engaged with the workbook's exercises and assessments. Your dedication to learning and navigating the world of organizational behaviour has been an inspiration and a driving force behind the creation of this workbook.

Finally, we recognize the collaborative efforts of our editorial and design teams, whose meticulous work transformed the initial concept into the polished and user-friendly "Workbook on organizational behaviour." In conclusion, this workbook is a testament to the collective contributions and commitment of a diverse group of individuals. Thank you for your unwavering support and dedication to advancing our understanding of organizational behaviour concepts and methodologies.

Thank you,

Nor Hashimah binti Ab Hamid

Sapiah binti Ishak

Rohana binti Mat

Preface

The "Workbook on Organizational Behaviour " introduces a comprehensive guide with the aim of simplifying the complex realm of Organizational Behaviour concepts and methodologies. This workbook functions as a set of practical exercises and formative and summative assessments for students who are looking to navigate the intricacies of determining the optimal concepts for their organizational behaviour. With its multifaceted approach, which includes fundamental organizational principles and interactive exercises, students can easily engage with the material, making it valuable for their summative assessment and final examinations. Through a structured framework, it equips readers with the necessary tools to understand the organizational dynamics, evaluate behaviour of organizational landscapes, and implement effective concepts in organizational. By exploring a variety of learning techniques, this workbook promotes a deeper comprehension of how organizational decisions impact teaching and learning in the classroom. Ultimately, the "Workbook on Organizational Behaviour " serves as a tool for individuals to practice and apply the concepts they have learned in the syllabus.

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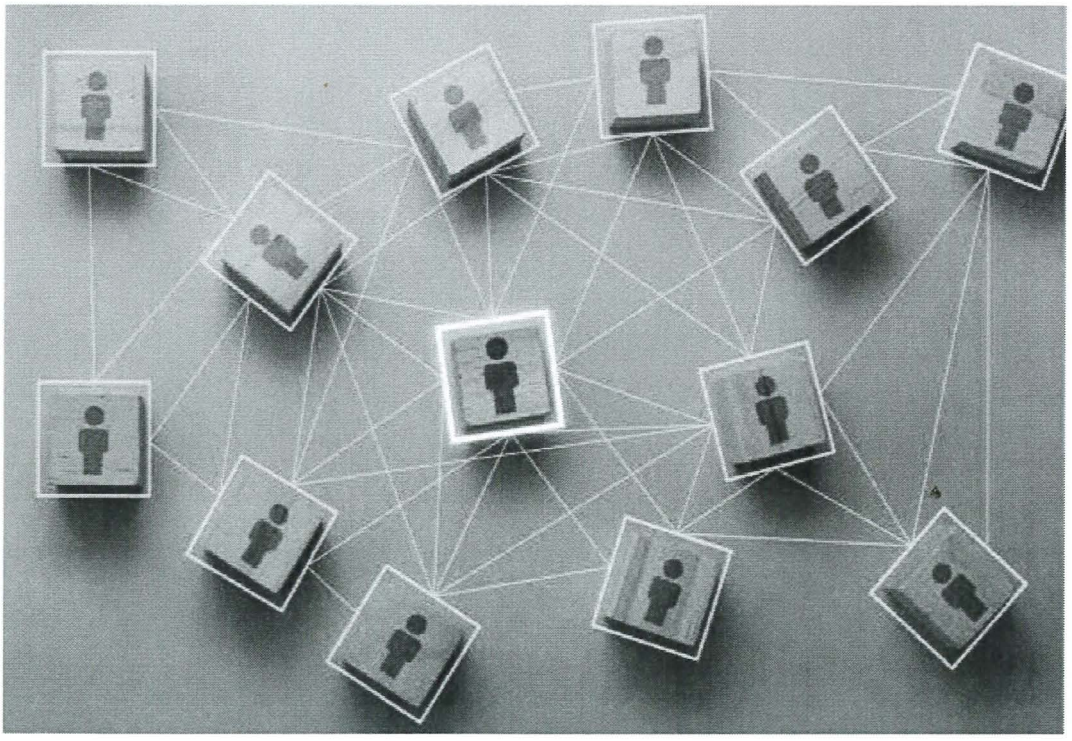
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1 WORK BOOK

CHAPTER 1
INTRODUCTION TO ORGANIZATIONAL BEHAVIOR



CHAPTER 1
INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

LEARNING OUTCOMES

After completing this chapter, student should be able to:

i. interpret the concept of organizational behavior.

ii. explain organizational behavior model.

iii. discuss the challenges and opportunities that managers have in applying organizational behavior concept.



MIND MAPPING

INSTRUCTION:

1. Write the answer on THIS paper with your neat handwriting.
2. Please timing your answer accordingly.
3. DON'T copy the sentences from the notes of power point given (used your own sentences).



1. Define organizational behavior.

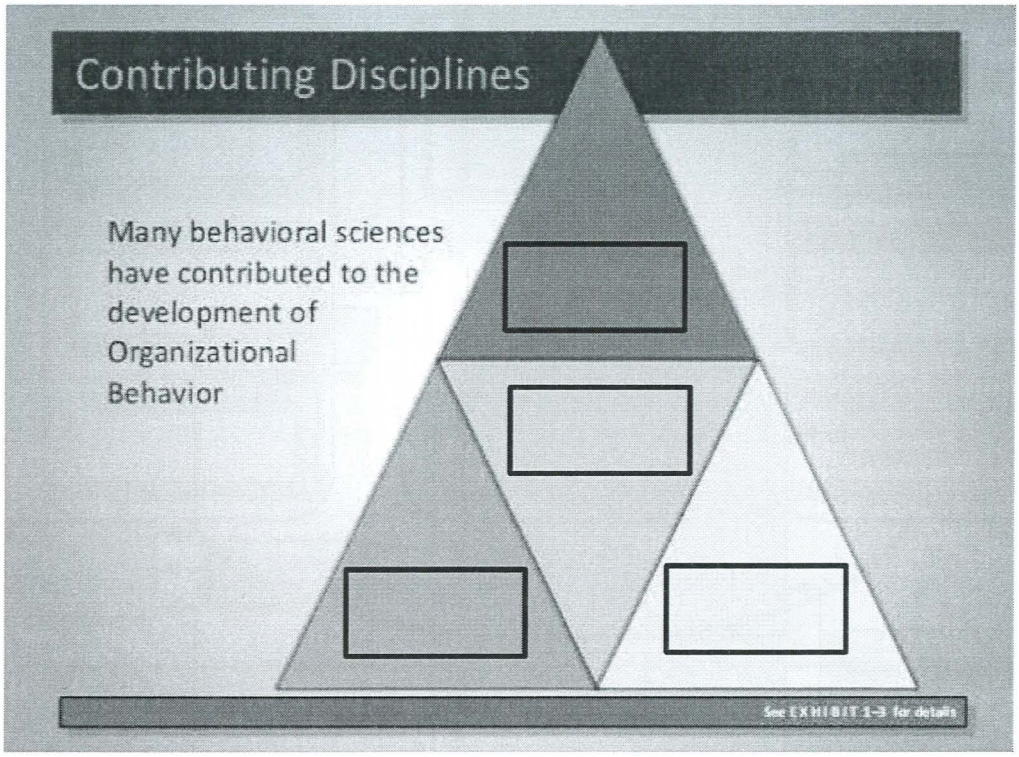
2. Complete Mintzberg's Managerial Roles.

Interpersonal	Informational	Decisional

3. Explain briefly about Mintzberg's managerial roles.

4. Concept of Organizational Behavior.
   Major behavioral science discipline that contributes to OB study.

   Complete the diagram below:



5. Explain **FOUR (4)** major behavioral science discipline that contributes to OB study.

i. _____

_____

_____

ii. _____

_____

_____

iii. _____

_____

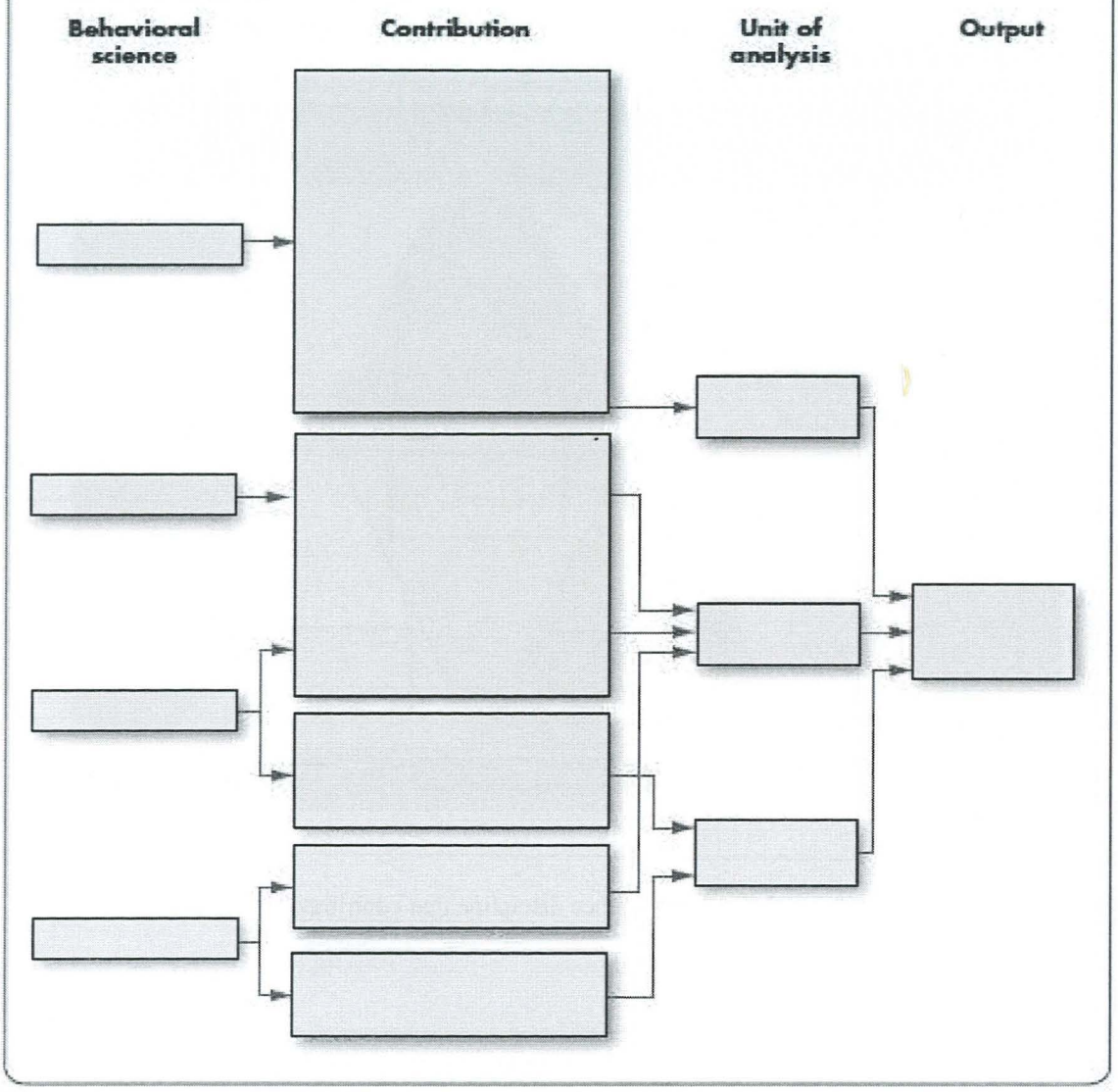
_____

iv. _____

_____

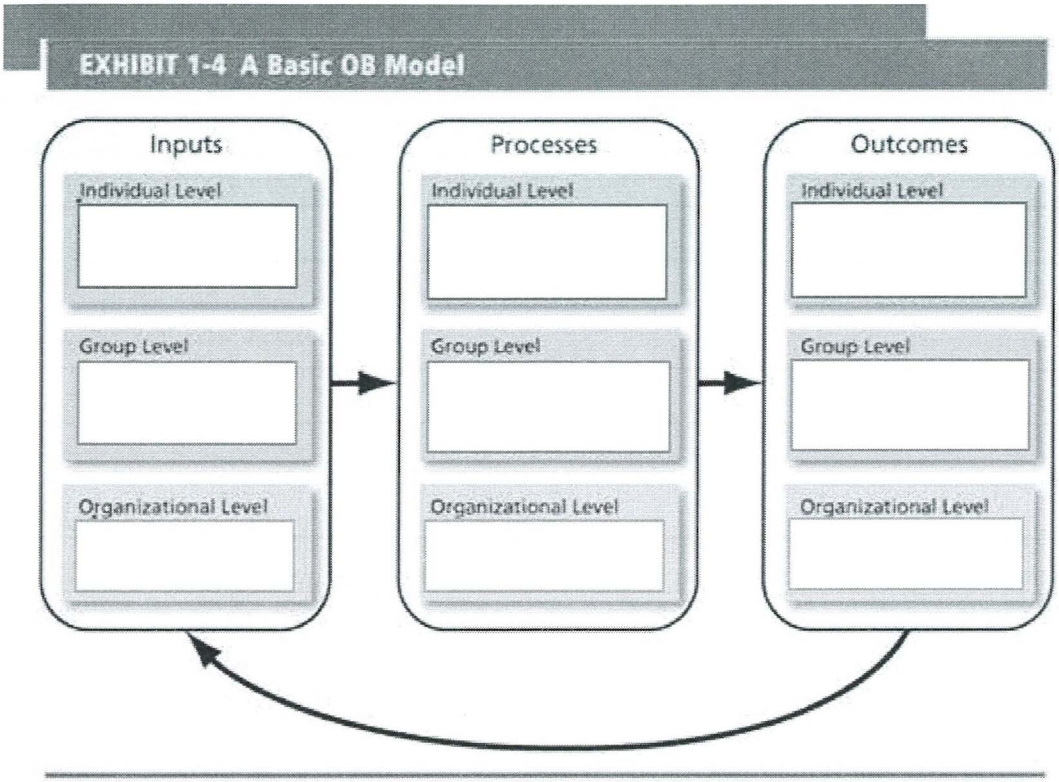
_____

Exhibit 1-3 Toward an OB Discipline





6. Complete the three levels of analysis in OB Model.



Explain briefly about the OB model.

1._____

2._____

3._____

7. Explain the challenges and opportunities that managers have in applying OB concept.

QUESTION

Final Exam Collection

Answer all questions.

QUESTION 1

Define organizational behavior.

[3 marks]

QUESTION 2

List **SIX (6)** challenges and opportunities managers have in applying organizational behavior concepts.

[6 marks]

QUESTION 3

Describe **THREE (3)** major behavior discipline which contributes to the organizational behavior studies.

[9 marks]

QUESTION 4

List down any **FIVE (5)** managerial roles as proposed by Mintzberg.

[5 marks]

2 WORK BOOK

CHAPTER 2
ATTITUDES & JOB SATISFACTION



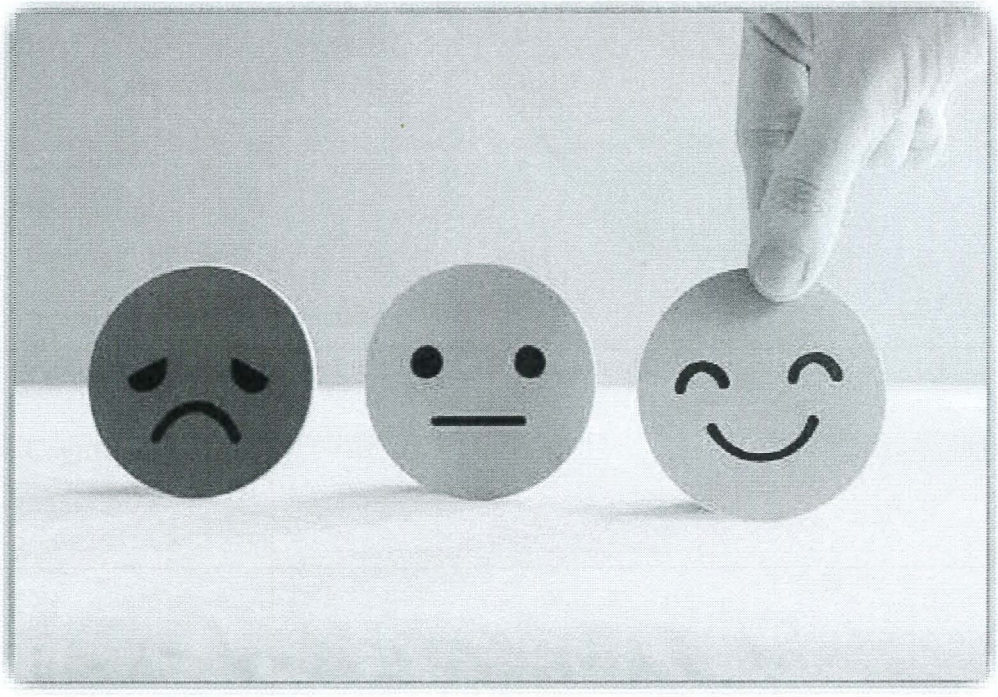
CHAPTER 2
ATTITUDE & JOB SATISFACTION

LEARNING OUTCOMES

After completing this chapter, student should be able to:

i. Illustrate employee attitudes.

ii. Manage employee job satisfaction.



MIND MAPPING

INSTRUCTION:

1. Write the answer on THIS paper with your neat handwriting.
2. Please timing your answer accordingly.
3. DON'T copy the sentences from the notes of power point given (used your own sentences).



1. Define attitude.

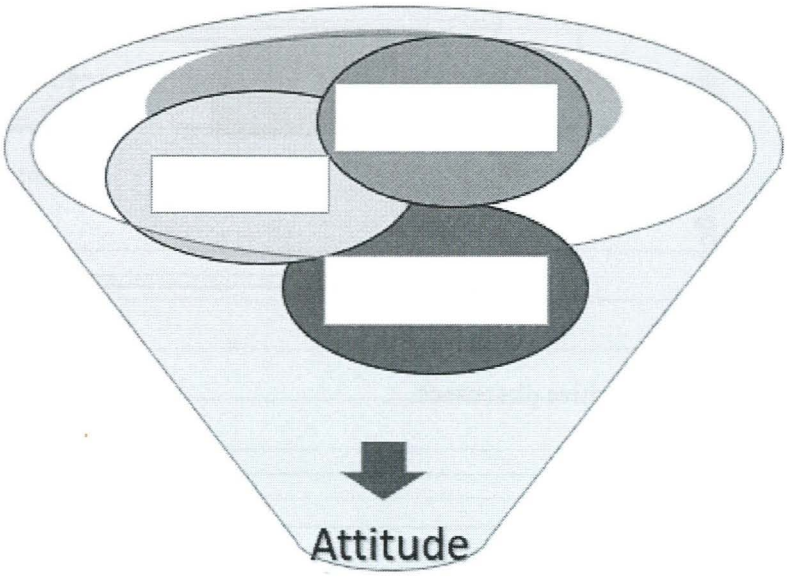
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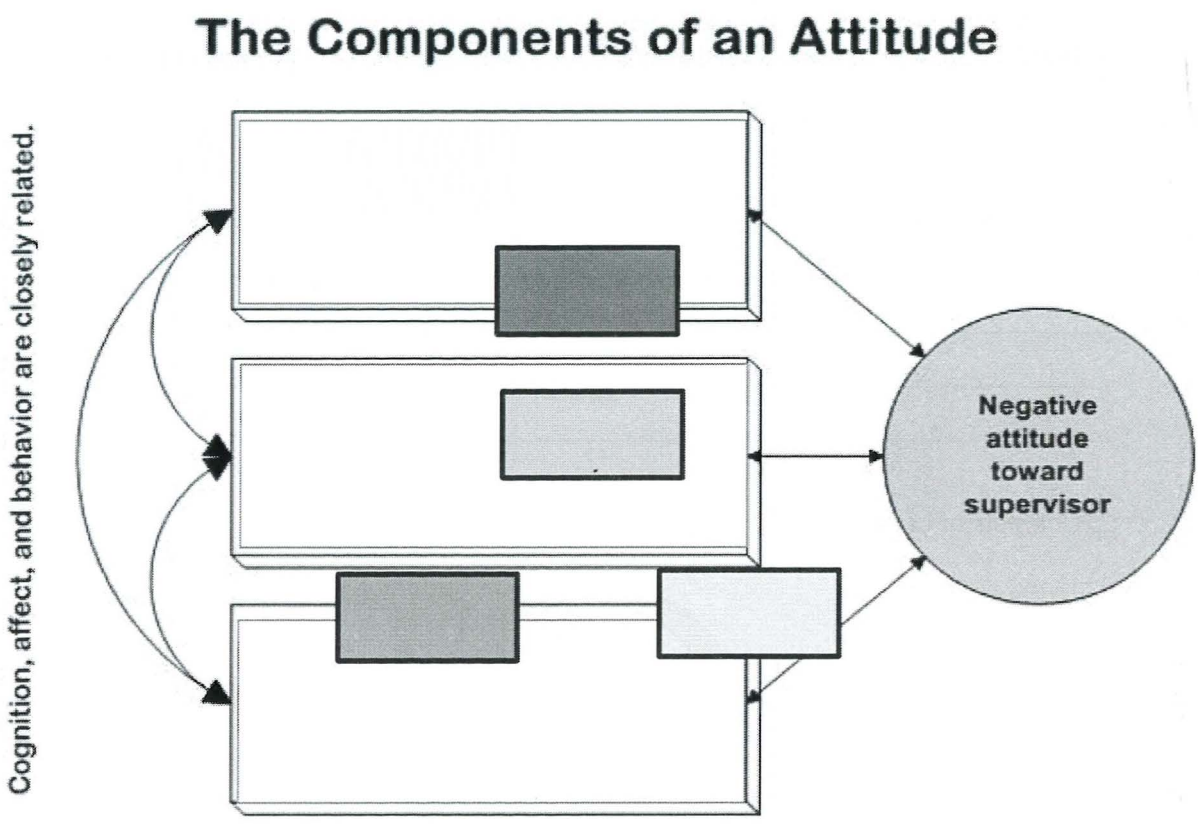
2. Component of attitude.



3. Explain the component of an attitude.

1. Cognitive	
2. Affective	
3. Behavioral	

4. Describe the components of an attitude.

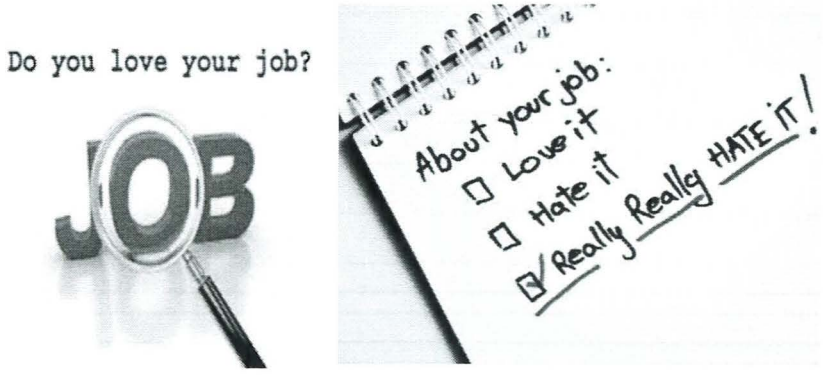


5. Define cognitive dissonance.

6. Define job satisfaction.

7. Define job involvement.

8. Define the organizational commitment.



9. Explain the dimension in job attitude.

Affective commitment	
Continuous commitment	
Normative commitment	
Perceived organizational support (POS)	
Employee engagement	
Psychological empowerment	

10. Define job satisfaction.

11. List the main causes of job satisfaction.

i. _____

ii. _____

iii. _____

iv. _____

v. _____

vi. _____

vii. _____

12. Explain all the above of main causes in job satisfaction.

13. Describe the impact of satisfied and dissatisfied employee at workplace on the following aspects:

- **Workforce productivity**
- **Customer satisfaction**
- **Employee turnover**
- **Business reputation**
- **Performance**
- **Absenteeism**

QUESTION

Final Exam Collection

Answer all questions.

QUESTION 1

Describe **THREE (3)** components of attitude.

[6 marks]

QUESTION 2

Discuss **FOUR (4)** employee responses towards job dissatisfaction at workplace.

[10 marks]

QUESTION 3

Explain **FIVE (5)** determinants of job satisfaction in an organization.

[10 marks]

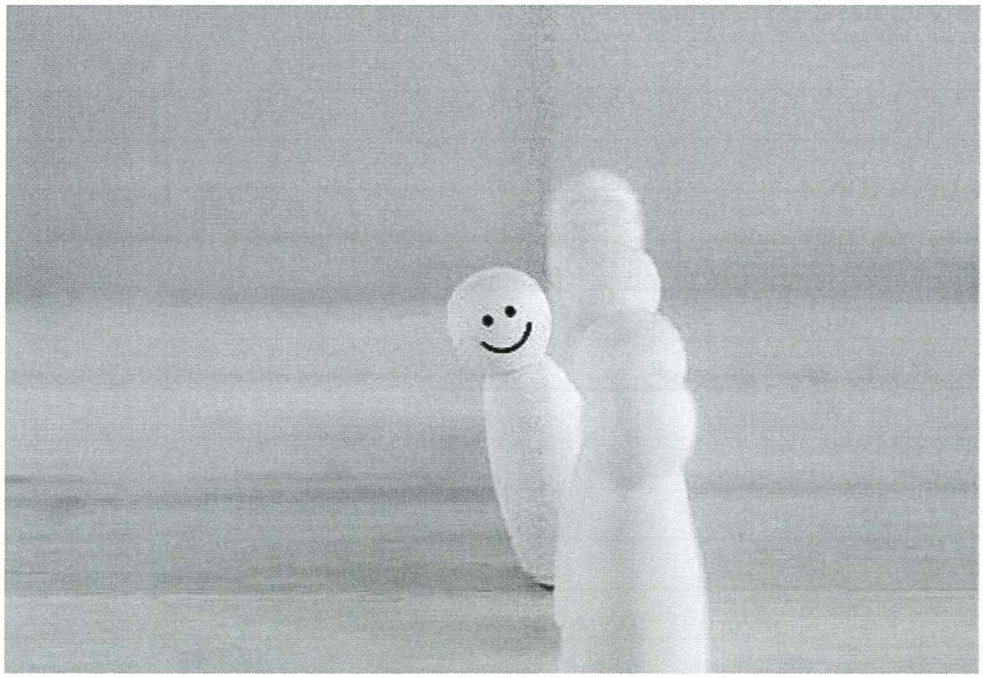
QUESTION 4

Good pay contributes to person's job satisfaction. Besides it, describe any other **FOUR (4)** factors that contributes to job satisfaction.

[8 marks]

3 WORK BOOK

CHAPTER 3
PERSONALITY & VALUES



CHAPTER 3
PERSONALITY & VALUES

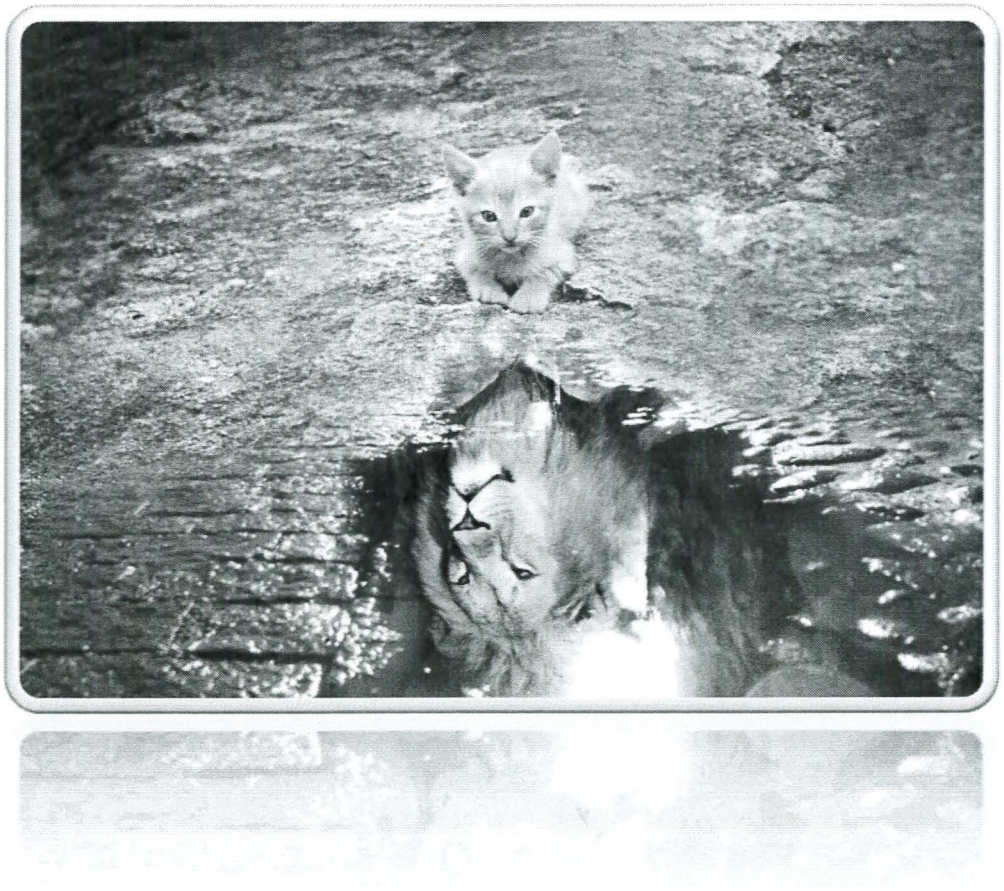
LEARNING OUTCOMES

After completing this chapter, student should be able to:

i. analyze employee personality.

ii. illustrate values in organization.

iii. link employee personality and values to the workplace.



INSTRUCTION:

1. Write the answer on THIS paper with your neat handwriting.
2. Please timing your answer accordingly.
3. DON'T copy the sentences from the notes of power point given (used your own sentences).

1. Define personality.

_____

_____

_____

_____

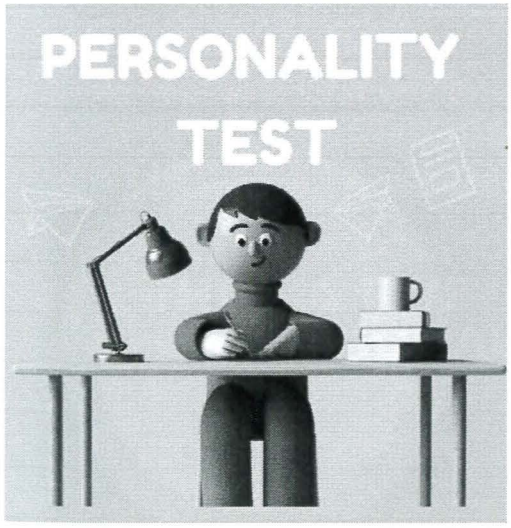
2. Define employee personality.

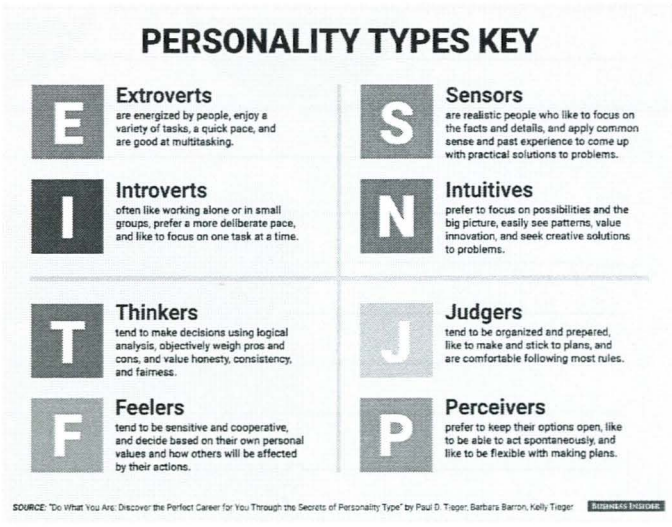
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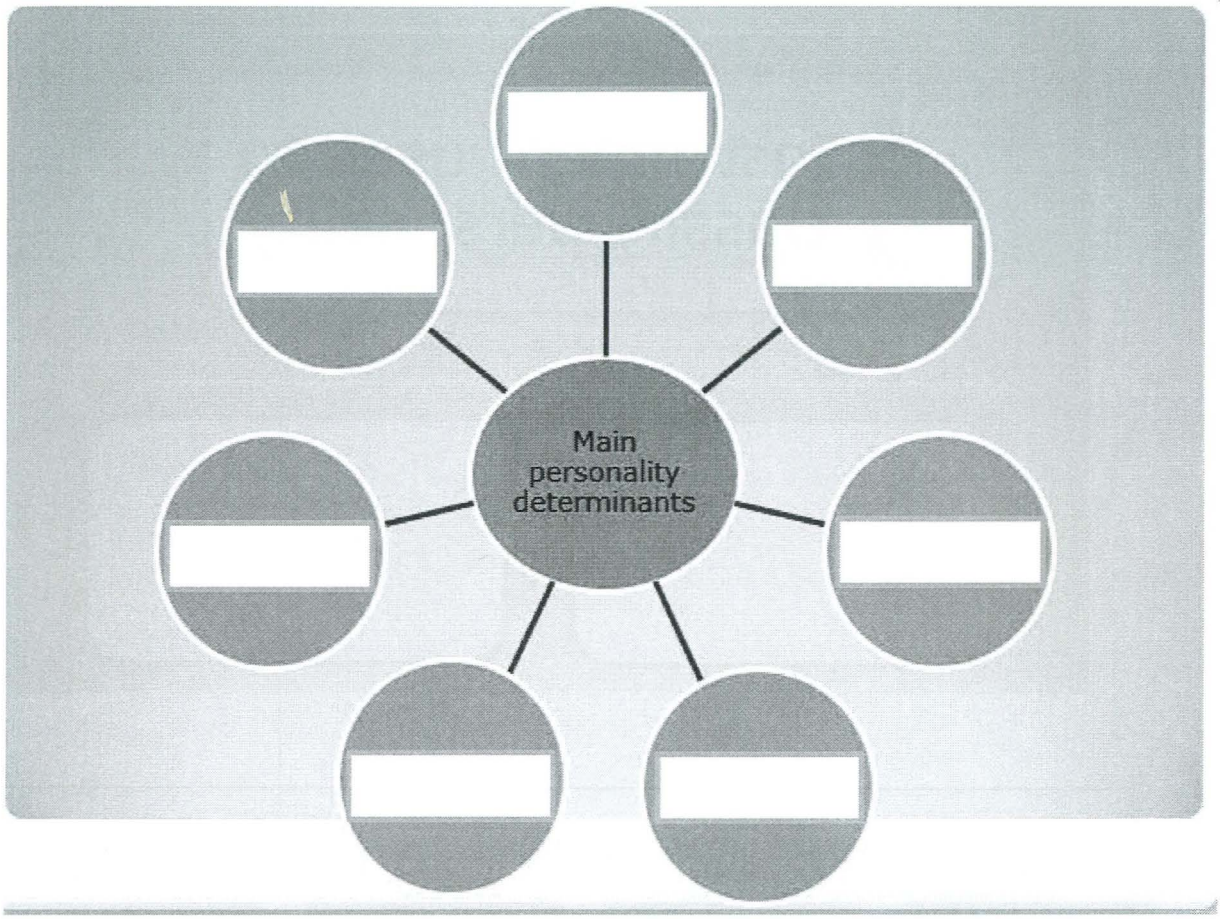
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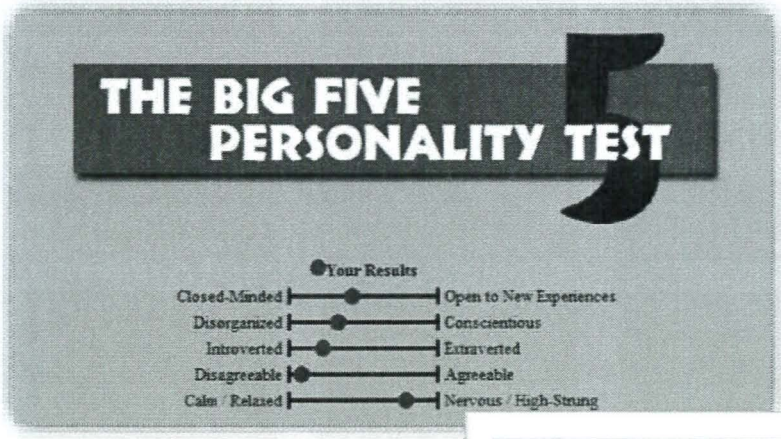


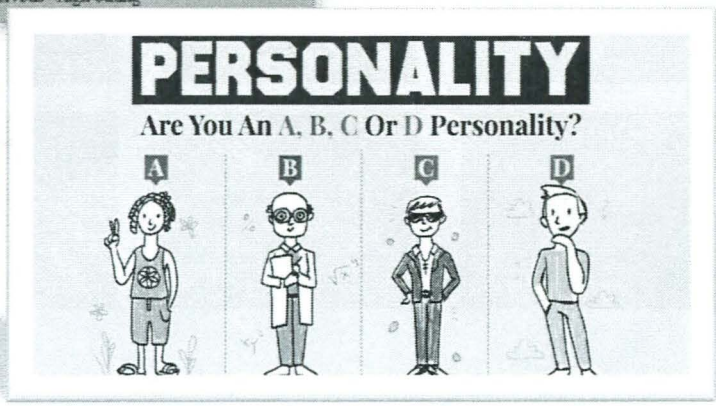


3. What is the determination of personality?

4. List the main factors of personality determinants.







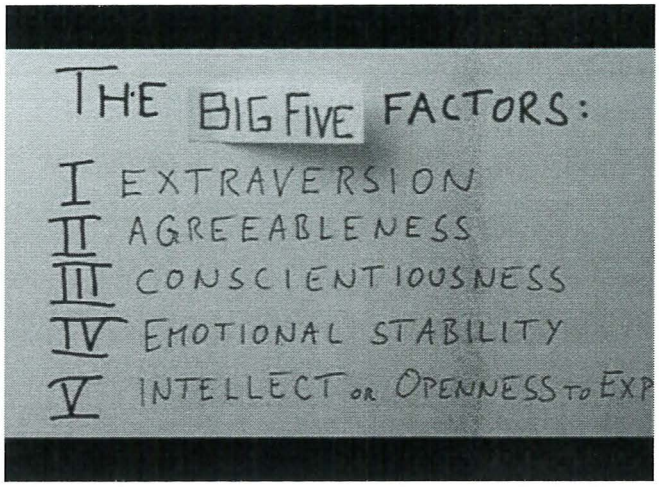
5. Explain the classification of personality.



1. The Myer-Briggs Type Indicator	

2. The Big Five Model	





6. Explain **FIVE (5)** common factors in personality with the Big Five Factor.

1. _____

2. _____

3. _____

4. _____

5. _____

7. Define values in organization.

8. List the importance of values.

1. _____
2. _____
3. _____
4. _____
5. _____

9. Explain terminal values.

10. Explain instrumental values.

11. List FIVE (5) values of dimension of the national culture.

i. _____

ii. _____

iii. _____

iv. _____

v. _____

12. What are values towards workplace?

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

13. What is Person-Job Fit?

_____

_____

_____

_____

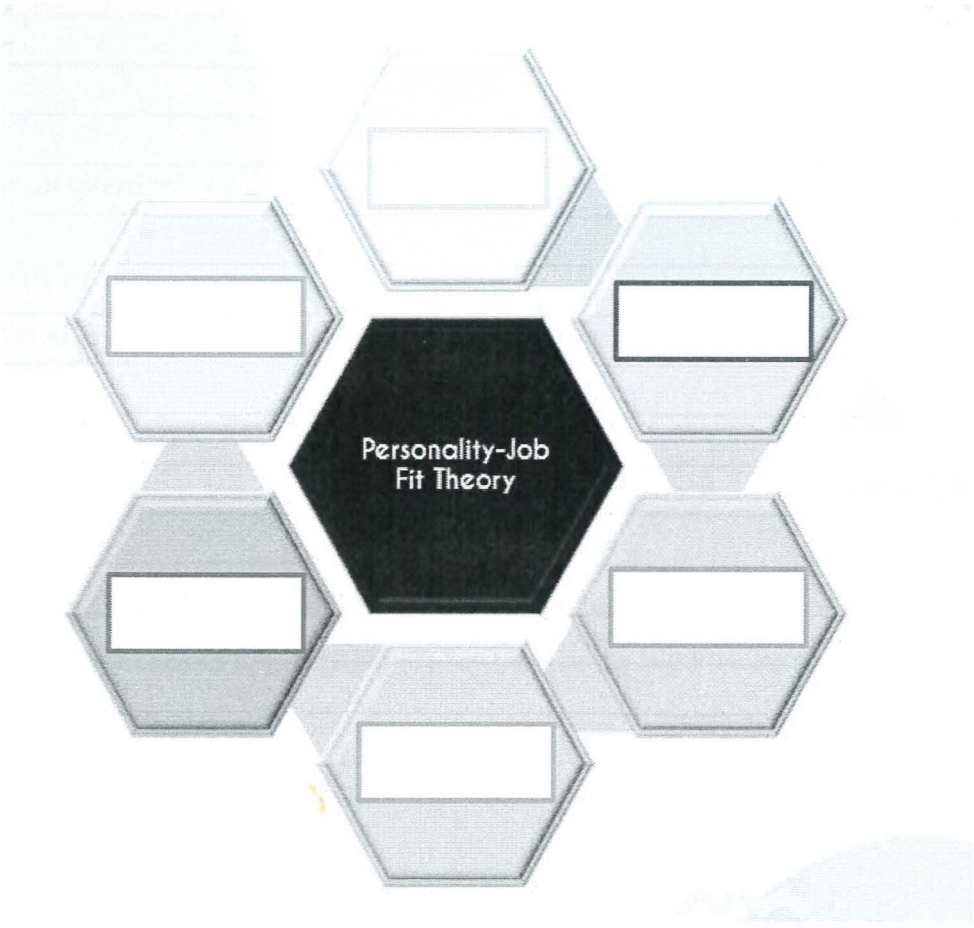
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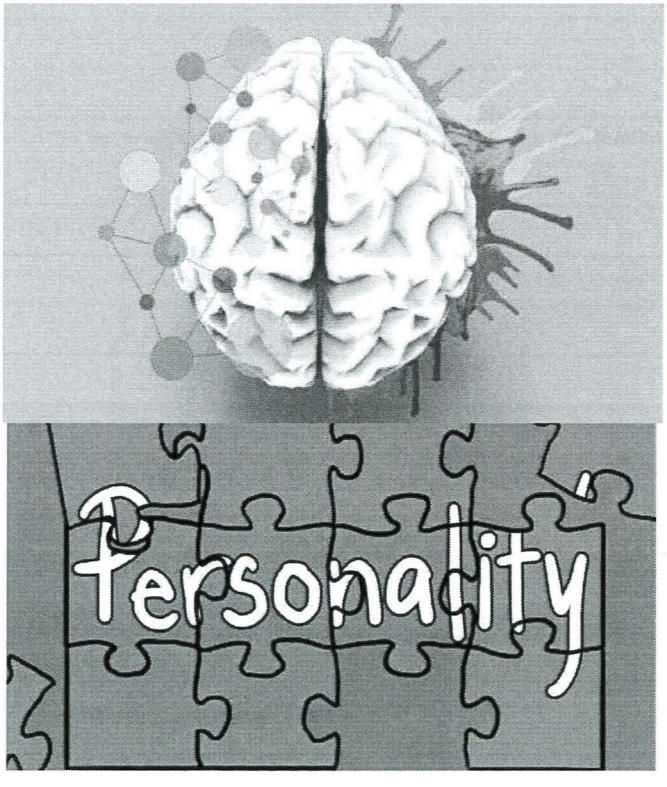
_____

14. List down the Person-Job Fit from John Holland Job-Fit Theory.



15. Based on answer number 14, explain Person-Job Fit Theory.

16. What is Person-Organization Fit? Explain.



QUESTION

Final Exam Collection

Answer all questions.

QUESTION 1

Explain **THREE (3)** personality determinants.

[6 marks]

QUESTION 2

According to the Big Five Personality Model, there are five basic dimensions in human personality. Briefly explain any **THREE (3)** key traits in the Big Five Personality Model.

[6 marks]

QUESTION 3

Discuss **TWO (2)** relationship of an individual's personality and values to the workplace.

[9 marks]

QUESTION 4

Briefly discuss **TWO (2)** types of values in organizational behavior studies.

[6 marks]

4 WORK BOOK

CHAPTER 4
GROUP, TEAMS & DECISION MAKING IN ORGANIZATION



CHAPTER 4
GROUP, TEAMS & DECISION MAKING IN ORGANIZATION

LEARNING OUTCOMES

After completing this chapter, student should be able to:

i. define group and teams
ii. explain the stages of group development
iii. describe the types of teams
iv. describe the differentiation between groups and teams
v. explain the differentiation between group and individual decision making



MIND MAPPING

INSTRUCTION:

1. Write the answer on THIS paper with your neat handwriting.
2. Please timing your answer accordingly.
3. DON'T copy the sentences from the notes of power point given (used your own sentences).

1. Define group in organization.

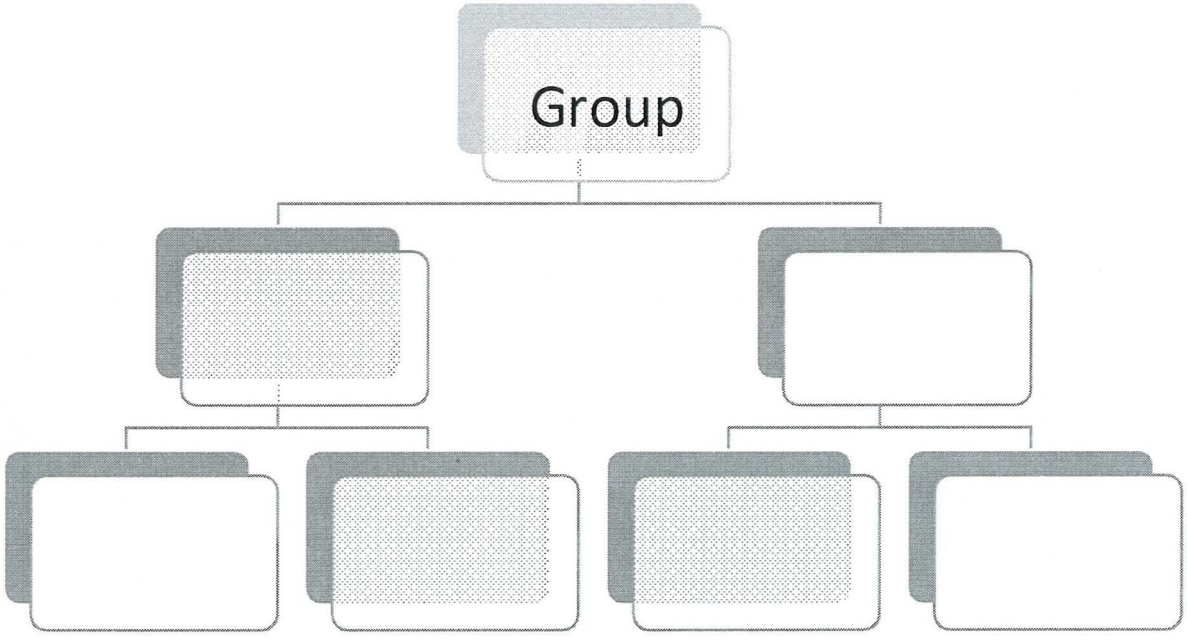
_____

_____

_____

_____

2. Explain types of group.



a.

_____

_____

i. _____

_____

_____

ii. _____

_____

_____

b. _____

_____

_____

i. _____

_____

_____

ii. _____

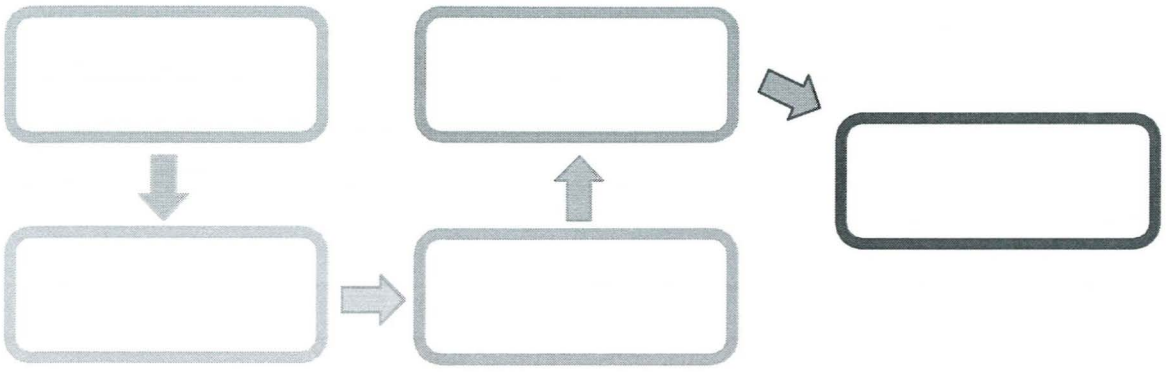
_____

_____



Cabin crew is one of the most important groups in ensuring the comfort and safety of passengers throughout the journey.

3. Explain the stages five-stages model of group.



1. _____

2. _____

3. _____

4. _____

5. _____

4. Why people join groups?

1. _____

2. _____

3. _____

4. _____

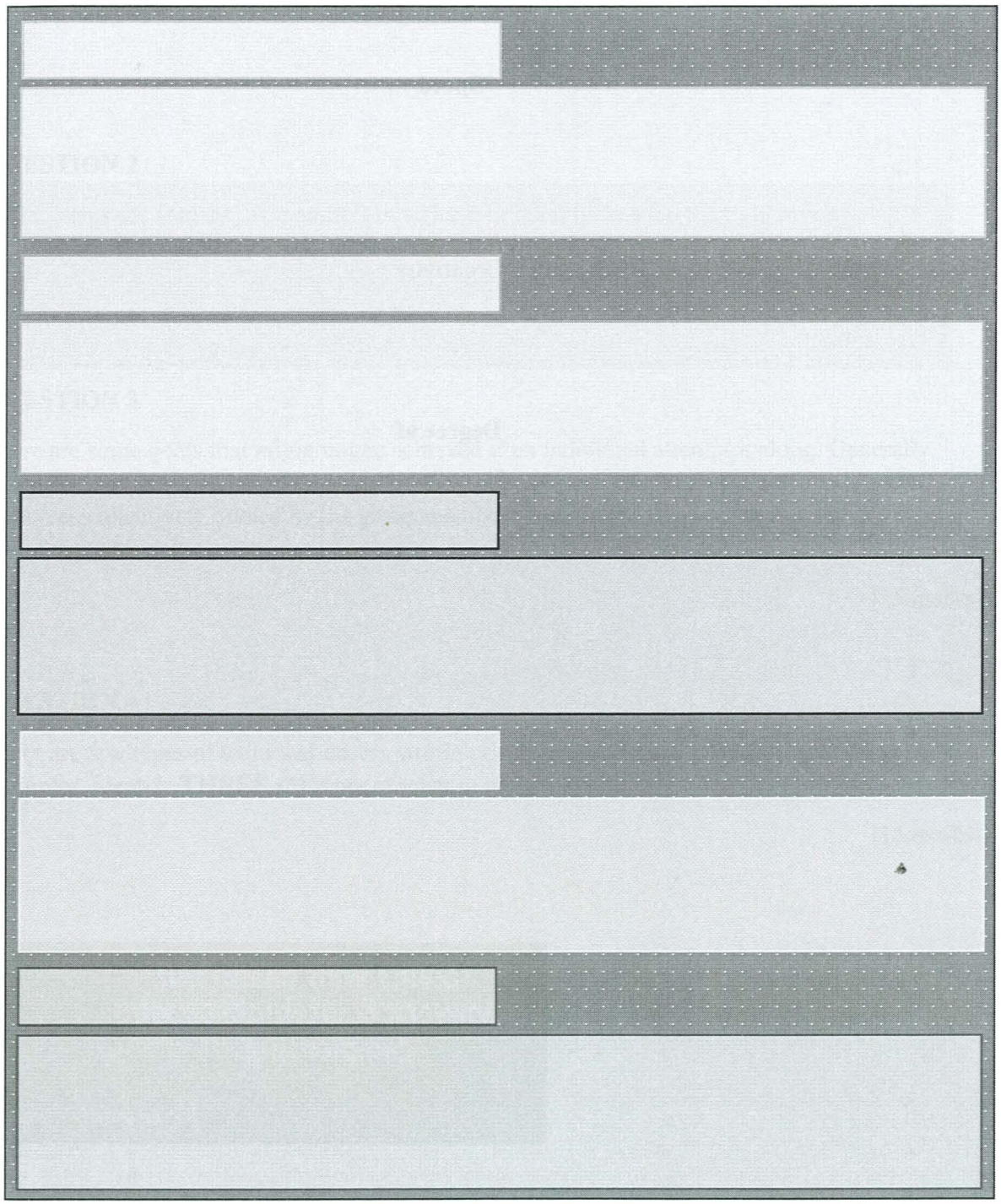
5. _____

6. _____



5. Define team in organization.

6. Describe the four most common types of teams in organization.



7. Compare the effectiveness between group / team decision making and individual decision making.

Groups/Teams	*Terms*	Individual
	Accuracy	
	Speed	
	Creativity	
	Degree of Acceptance	



QUESTION

Final Exam Collection

Answer all questions.

QUESTION 1

Basically, a group exists where the people within the group are able to influence or be influenced by other members in the group. Describe **TWO (2)** types of group.

[6 marks]

QUESTION 2

When teams are formed, its members must have or quickly develop the right mix of complementary competencies to achieve the team's goals. Discuss **THREE (3)** types of team.

[6 marks]

QUESTION 3

There are some goals that might not be achieved if an individual attempt it along. Generally, group performance can help in improving the company performance but it's depend on the resources collectively owned by the group member. Explain the stages of group development in Five-Stages Model.

[15 marks]

QUESTION 4

There are few types of team that occurs within or across organization. By giving relevant examples, identify **THREE (3)** types of team in the workplace.

[15 marks]

5 WORK BOOK

CHAPTER 5
POWER & POLITICS



CHAPTER 5
POWER & POLITICS

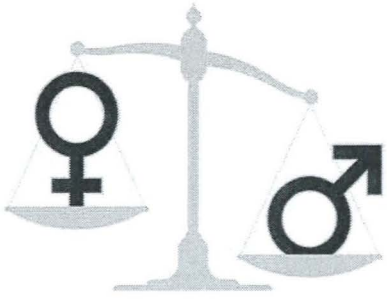
LEARNING OUTCOMES

After completing this chapter, student should be able to:

i. interpret the concept of power in organizations

ii. interpret the concept of organizational politics





Organizational Politics



MIND MAPPING

INSTRUCTION:

1. Write the answer on THIS paper with your neat handwriting.
2. Please timing your answer accordingly.
3. DON'T copy the sentences from the notes of power point given (used your own sentences).

1. Definition of power.

2. List down the bases of power.

3. Explain **THREE (3)** bases of power based on an individual's position with the formal structure of an organization.

1. _____

2. _____

3. _____

4. Describe **TWO (2)** bases of power resulting from personal characteristics of an individual.

1. _____

2. _____

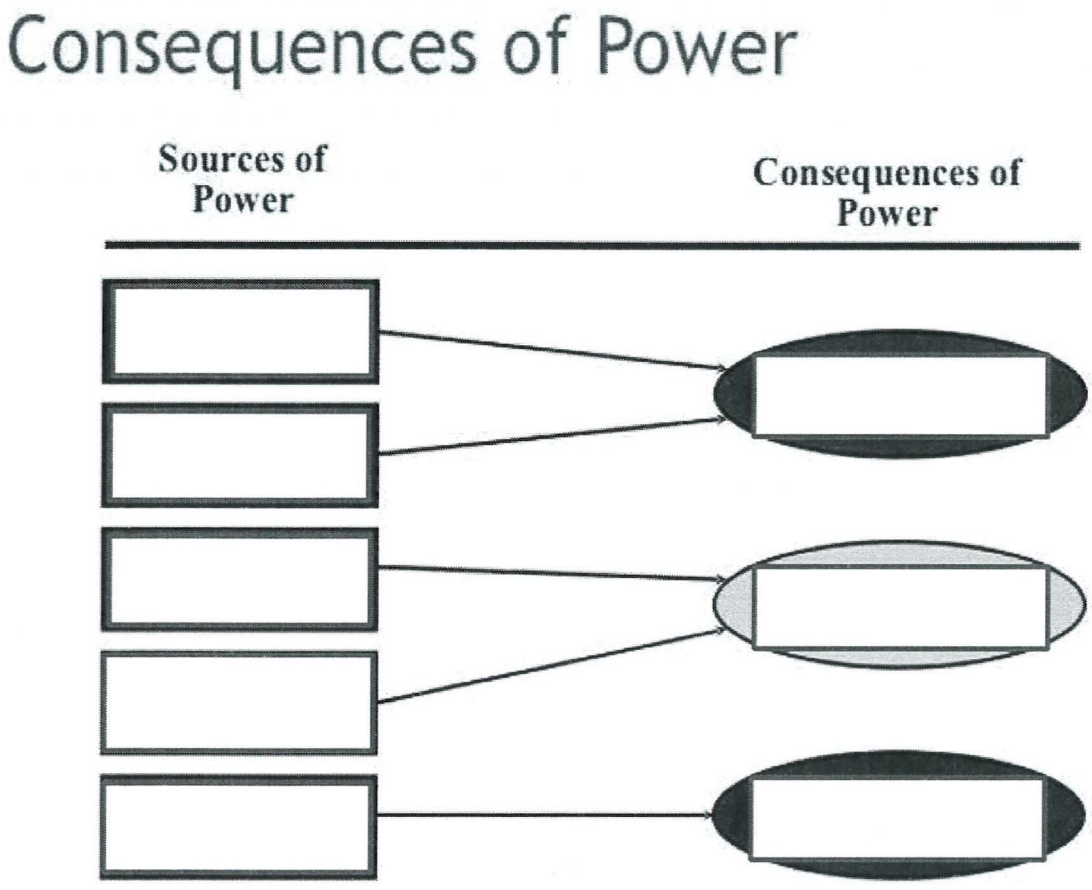
5. Explain the **NINE (9)** tactics that can influence power.

6. What is organizational politics?

7. List down the classification of political behavior.

8. Based on answer number 7, explain the classification of political behavior in organizational politic.

9. Fill in the blank with the correct answer.



10. Determine **TWO (2)** causes of political behavior.

11. Distinguish between legitimate political behavior and illegitimate political behavior.

12. List the individual factors that are related to political behavior.

13. Explain the above factors (answer in number 12).

14. State the organizational factors that are related to political behavior.

15. Explain the organizational factors are to political behavior.

16. List and explain the three questions that can help determine if a political action is ethical.

QUESTION

Exercise

MULTIPLE CHOICE.
Please give the reason 'why' you choose the answer.

Question	'Why'
1. Power can be defined as _____. A. the ability to influence the behavior of others B. the actualization of the dependency of others C. congruence between the goals of the leader and those being led D. downward influence on one's followers E. upward influence on one's leaders	
2. Which one of the following is not implied in the definition of power? A) influence B) potential C) dependency D) actualization E) capacity	
3. The most important aspect of power is probably that it _____. A) is needed to get things done in an organization B) is a function of dependency C) tends to corrupt people D) is counter productive E) involves control	
4. Which of the following statements is true concerning power? A) Trust and mistrust affect the expression of power. B) A person can have power over you only if he or she controls something you desire. C) Power requires some congruence between the goals of the leader and those being led. D) To be effective, power must be actualized. E) In order to have power, a person must impose their control over others.	
5. Clifford has to work to support his family. He would like to go home before nine, but his boss says that he must stay and complete an assignment. Clifford is _____ his boss, who controls his job. A) grateful to B) more powerful than C) dependent on D) similar to E) a leader to	
6. Power does not require goal compatibility, merely _____. A) reliance B) communication C) confidence D) dependence E) understanding	

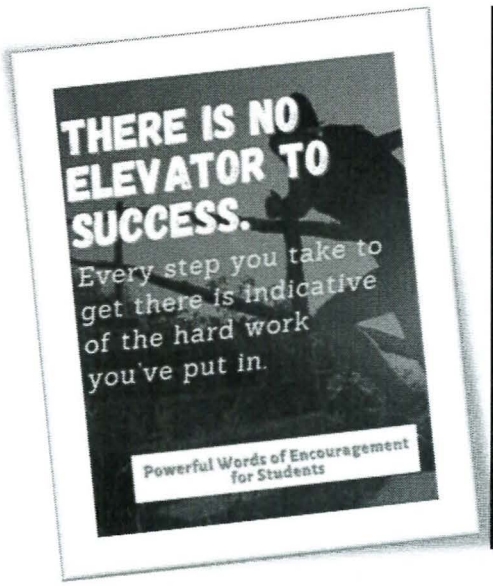
7. Leadership requires _____. A) some congruence between the goals of the leader and those being led B) strong two-way communication between the leader and those being led C) a dependency of those being led on the leader D) a dependency of the leader on those being led E) followers to share behavioral traits with their leaders	
9) Unlike leadership research, research on power tends to focus on _____. A) individual styles in using power B) strategies for goal attainment C) tactics for gaining compliance D) the administration of rewards E) the effective use of threats	
10) The two general groupings of power are _____. A) informational and personal B) formal and informal C) informal and legitimate D) personal and formal E) static and fluid	
11) One reacts to _____ power out of fear of the negative ramifications that might result if one fails to comply. A) legitimate B) coercive C) punitive D) referent E) abusive	
12) When a bank robber points a gun at a bank employee, his base of power is _____. A) coercive B) punitive C) positional D) authoritative E) fractional	
13) Celia does not think that the new logo design for the company, which is mostly blue, is very effective. She has mentioned her disagreement with the design to a few others in the design team. In a meeting, Tom, one of her coworkers that is quite admired by the team, makes the comment that Celia doesn't like the design, and that she probably wants it to be pink, since she always wears pink. The group laughs at Tom's joke, and Celia doesn't add any more input into the logo discussion. Which type of power has Tom used over Celia? A) reward B) expert C) control D) coercive E) dependency	

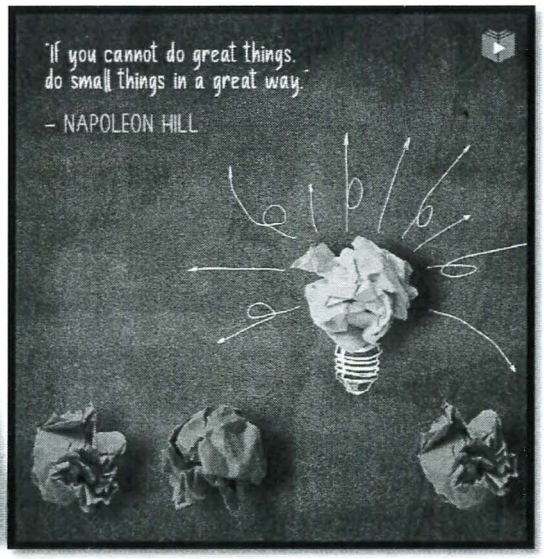
14) The opposite of coercive power is _____ power. A) referent B) reward C) legitimate D) charismatic E) resources	
15) When your superior offers you a raise if you will perform additional work beyond the requirements of your job, he/she is exercising _____ power. A) legitimate B) coercive C) reward D) personal E) reflective	
16) Legitimate power is based on _____. A) positive rewards B) interpersonal trust C) structural position D) expert knowledge E) respect and admiration	
17) Which of the following types of power requires acceptance of the leader's authority by members of the organization? A) personal B) organizational C) legitimate D) positional E) balanced	
18) The power that the College Dean has been granted by the University over the faculty is termed _____ power. A) academic B) positional C) legitimate D) organizational E) balanced	
19) _____ power is generally related to an individual's unique characteristics. A) Personal B) Reward C) Legitimate D) Expert E) Idiosyncratic	
20) Personal power is generally perceived as a result of all the following except _____. A) expertise B) charisma C) persuasiveness D) admiration E) skill	

21) _____ power is based on identification with a person who has desirable resources or personal traits. A) Associational B) Legitimate C) Referent D) Personal E) Source	
22) John was good with numbers, but he wasn't sure what he wanted to study in college. His senior year in high school he had a math teacher that he thought was awesome. Mr. Roury was the first mathematician that spoke to John on his level and got him really excited about numbers. John joined the Math Club to spend more time with Mr. Roury. John went on to study math and later engineering in college and today tells his kids that he owes his career to Mr. Roury. Mr. Roury exhibited _____ power over John. A) leadership B) referent C) coercive D) reward E) legitimate	
23) Your physician has advised you to take a series of medications. You comply because of her _____ power. A) referent B) information C) formal D) expert E) personal	
24) Celebrities are paid millions of dollars to endorse products in commercials because the advertisers believe the celebrities have _____ power. A) personal B) referent C) expert D) legitimate E) star	
25) Of the bases of power, research indicates that _____ power is most effective and important. A) informal B) coercive C) reward D) legitimate E) formal	
35) Which of the following is not effective as a lateral tactic of influence? A) coalitions B) exchange C) pressure D) rational persuasion E) consultation	

36) The power tactic of using flattery and creating goodwill before making a request is known as _____. A) ingratiation B) exchange C) inspirational appeal D) motivational appeal E) affective appeal	
37) Vivian has not been handling one portion of her duties in a satisfactory manner. As a result, her manager threatens to withhold her promotion. Which power tactic is being used? A) exchange B) ingratiation C) pressure D) personal appeals E) inspirational appeals	
48) Political behaviors usually _____. A) lie outside of an individual's specified job requirements B) are counterproductive to individual goals C) are seen only in large organizations D) are frowned upon by organizational leaders E) are expected as part of each job requirement	
49) Which of the following is a form of illegitimate political behavior? A) bypassing the chain of command B) forming coalitions C) symbolic protests D) excessive adherence to rules E) complaining to supervisors	
50) Most political activities in organizations would be described as _____ political behaviors. A) functional B) legitimate C) illegitimate D) professional E) effective	
51) _____ occurs when people within organizations use whatever influence they can to taint the facts to support their goals and interests. A) Legitimate political behavior B) Politicking C) Illegitimate political behavior D) Sabotage E) Camouflage	
52) An individual most likely to engage in political behavior would have all of the following except a/an _____. A) high need for power B) high ability to self monitor C) high charisma rating D) internal locus of control E) high Machiavellian personality	

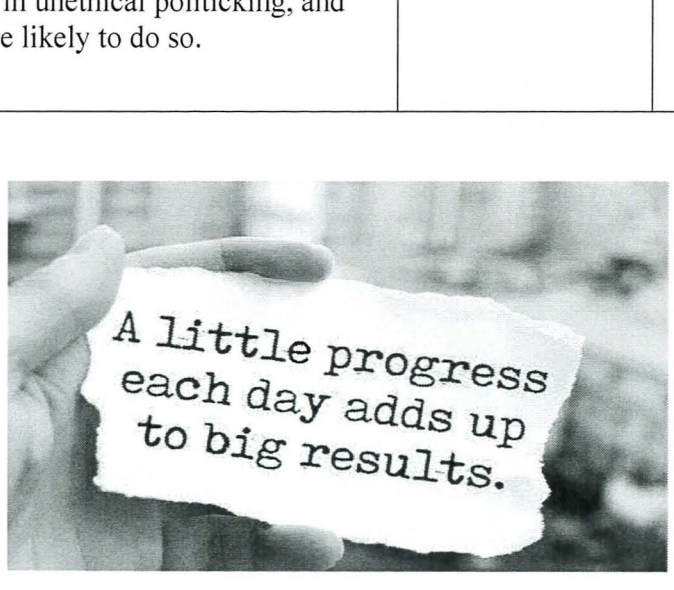
53) Which of the following does not describe high self-monitors? A) They show greater sensitivity to social cues. B) They possess an external locus of control. C) They exhibit higher levels of social conformity. D) They are more likely to be skilled in political behavior. E) They believe that they can control their environment.	
54) Which of the following is not an individual factor related to political behavior? A) Organizational investment B) Perceived job alternatives C) Zero-sum reward practices D) Level of self-monitoring E) Expectations of success	
55) Which of the following is not true? A) The more an organization's culture emphasizes zero-sum reward allocations, the more employees will be motivated to engage in politicking. B) The more pressure that employees feel to perform well, the more likely they are to engage in politicking. C) The more growth stability a company demonstrates, the more likely its employees are to engage in politicking. D) The greater the role ambiguity within a company, the more its employees can engage in political activity with little chance of it being visible. E) The greater the opportunity for promotion or advancement within a company, the more employees will compete to positively influence outcomes.	
65) In China, the best power tactic to use is _____. A) rational persuasion B) exchange C) ingratiation D) coalition E) inspirational appeals	





TRUE /FALSE QUESTIONS ·
Please give the reason 'why' you choose the answer is false.

STATEMENT	(TRUE / FALSE)	'WHY'
67) Formal power is a measure of an individual's ability to control organizational resources.		
68) Because of the coalition factor, the expert power of an individual within an organization is strengthened when another individual with the same job-related knowledge and skills is hired by the organization.		
69) Referent power is based on identification with a person who is famous and wealthy.		
70) The effect of scarcity on dependency can be observed in the supply/demand relationships that exist regarding personnel within various industries.		
71) Rational persuasion is the only power tactic that is effective across all organizational levels.		
73) When employees in organizations convert their power into action, we describe them as being engaged in politics.		
74) By definition, all political behavior is considered an illegitimate activity.		
97) Name two power tactics that a person might use when organizing an illegitimate political behavior? State an illegitimate behavior and describe how the power tactics would be used to advance the behavior.		
98) Discuss the relationship between power and unethical politicking. Explain what type of person is more likely to engage in unethical politicking, and what makes them more likely to do so.		



Final Exam Collection

Answer all questions.

QUESTION 1
State **FIVE (5)** base of power

[5 marks]

QUESTION 2
Research has identified nine power tactics which are used by individuals to influence others. Interpret any **FOUR (4)** of the power tactics.

[10 marks]

QUESTION 3
Generalize any **THREE (3)** individual factors that influence politic behavior.

[9 marks]

QUESTION 4
Power gives a person an ability to influence others. Interpret **FIVE (5)** bases of power.

[10 marks]

6 WORK BOOK

CHAPTER 6
CONFLICTS & NEGOTIATIONS

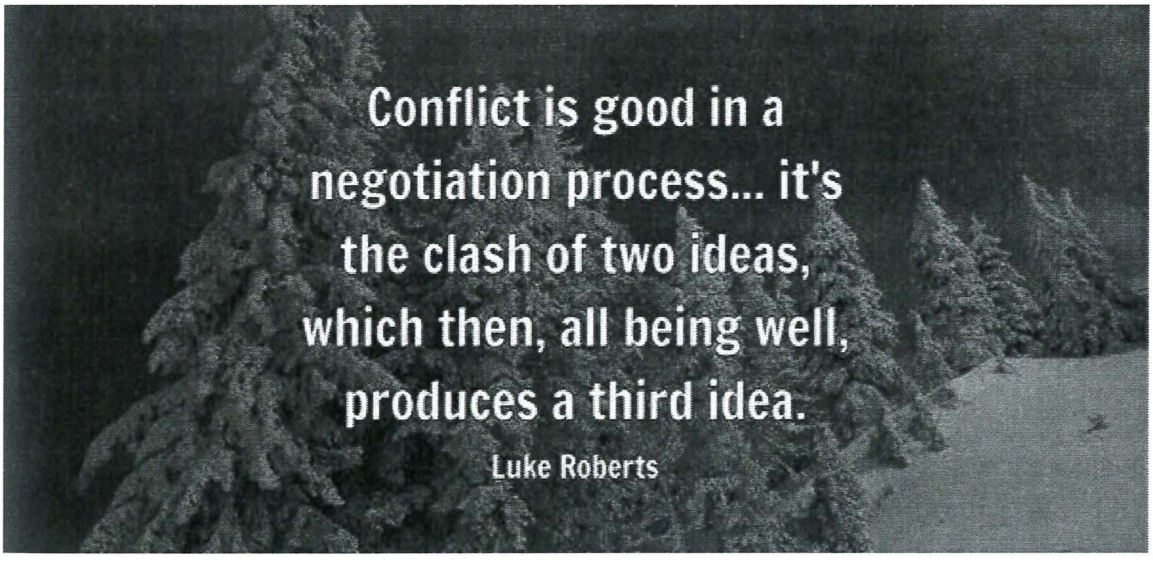


CHAPTER 6
CONFLICTS & NEGOTIATION

LEARNING OUTCOMES

After completing this chapter, student should be able to:

i. define conflicts and negotiation.
ii. explain the differentiation of the transition in conflict thought.
iii. explain the negotiation strategies.
iv. describe the stages in the negotiation process.



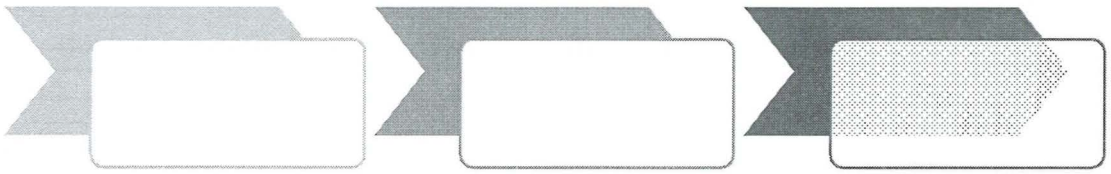
MIND MAPPING

INSTRUCTION:

1. Write the answer on THIS paper with your neat handwriting.
2. Please timing your answer accordingly.
3. DON'T copy the sentences from the notes of power point given (used your own sentences).

1. What is conflict?

2. Explain the transition in conflict thought.



a.

b.

c.

3. Illustrate the Five Stages in conflict process.



1. _____

2. _____

3. _____

4. _____

5. _____

4. What is negotiation?

_____

_____

_____

_____

_____

5. Explain **TWO (2)** general approaches for negotiation strategies. Give an example for each strategies.

1. _____

_____

_____

_____

_____

_____

Example : _____

2. _____

_____

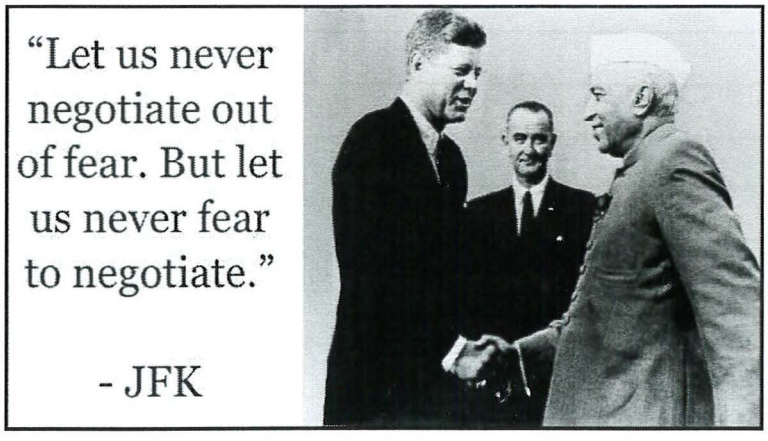
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_____

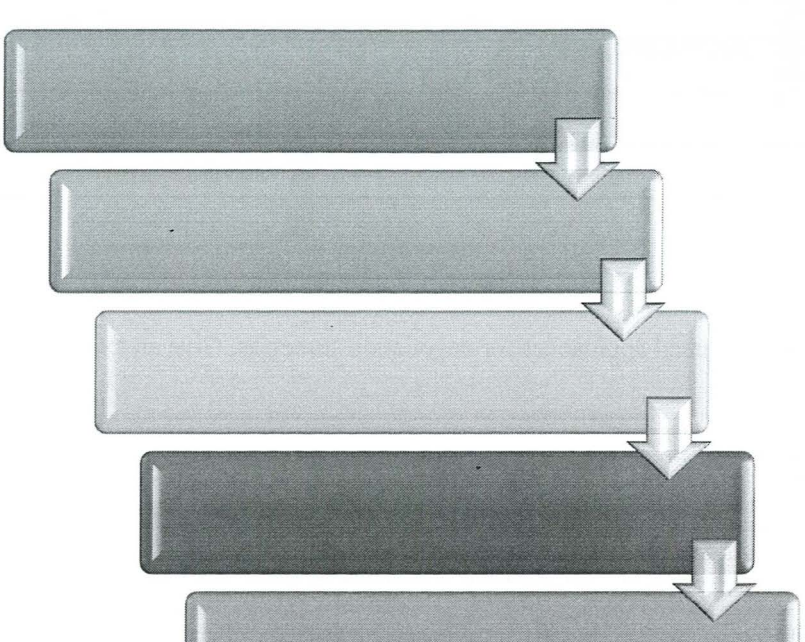
_____

_____

Example : _____



6. When the conflict already happened, you cannot leave it just like that. You can negotiate with the person to solve the conflict. Explain the **FIVE (5)** steps of negotiation process.



1. _____

2. _____

3. _____

4. _____

5. _____


A NEGOTIATION IS A STRATEGIC CONFLICT.
- D. MARK KILGOUR & KEITH W. H



QUESTION

Final Exam Collection

Answer all questions.

QUESTION 1

People are intimidating by the negotiation process and the reason for it because they think negotiation is personal issue, but negotiation is about solving problems and arriving at win-win situations for all the parties involved. Write **FIVE (5)** steps in negotiation process.

[10 marks]

QUESTION 2

Conflict known as disagreement or misunderstanding by individuals or groups within the organization resulting from opposing needs, ideas, beliefs, values or goals. Analyze **THREE (3)** transition in conflict thought.

[9 marks]

QUESTION 3

Bargaining is a part of negotiation can be done via direct negotiations when individuals or group representatives and management reach a stalemate. Analyze **TWO (2)** negotiation strategies in organization.

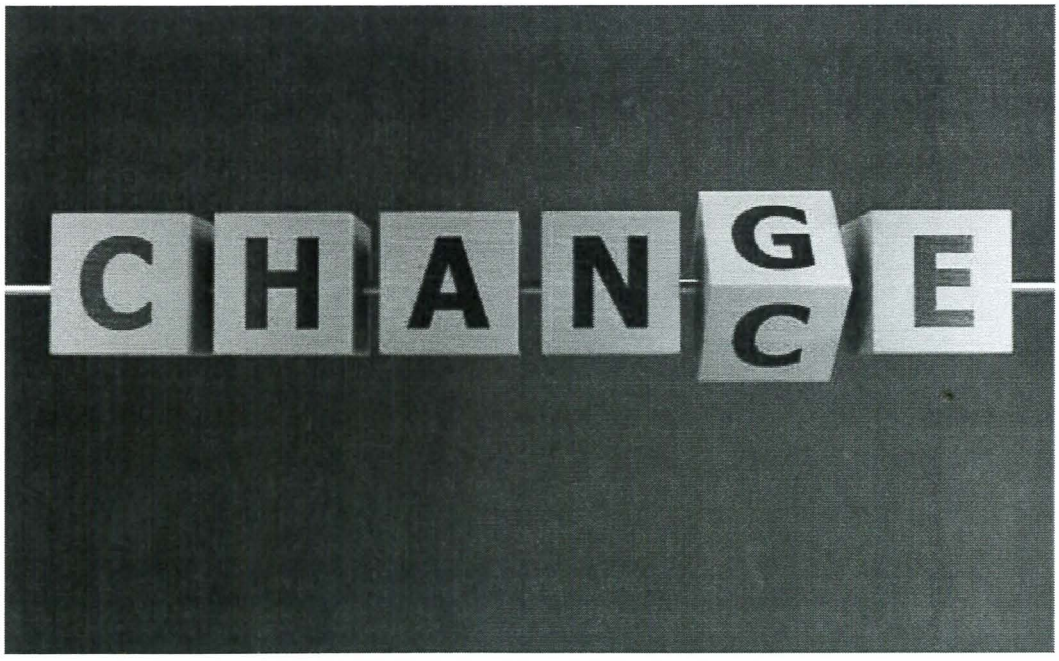
[6 marks]

QUESTION 4

In Stage III of conflict process, intention means the decisions to act in each way when a conflict happen. Explain any **FIVE (5)** dimensions of conflict-handling intention that can be used in an organization.

[10 marks]

CHAPTER 7
ORGANIZATIONAL CULTURE & CHANGE



CHAPTER 7
ORGANIZATIONAL CULTURE & CHANGE

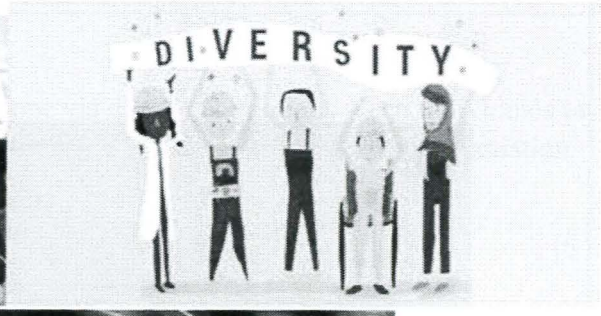
LEARNING OUTCOMES

After completing this chapter, student should be able to:

i. interpret the concept of organizational culture.

ii. explain change in organization.







MIND MAPPING

INSTRUCTION:

1. Write the answer on THIS paper with your neat handwriting.
2. Please timing your answer accordingly.
3. DON'T copy the sentences from the notes of power point given (used your own sentences).

1. What is organizational culture?

2. Explain the functions of culture in organization.

a.

b.

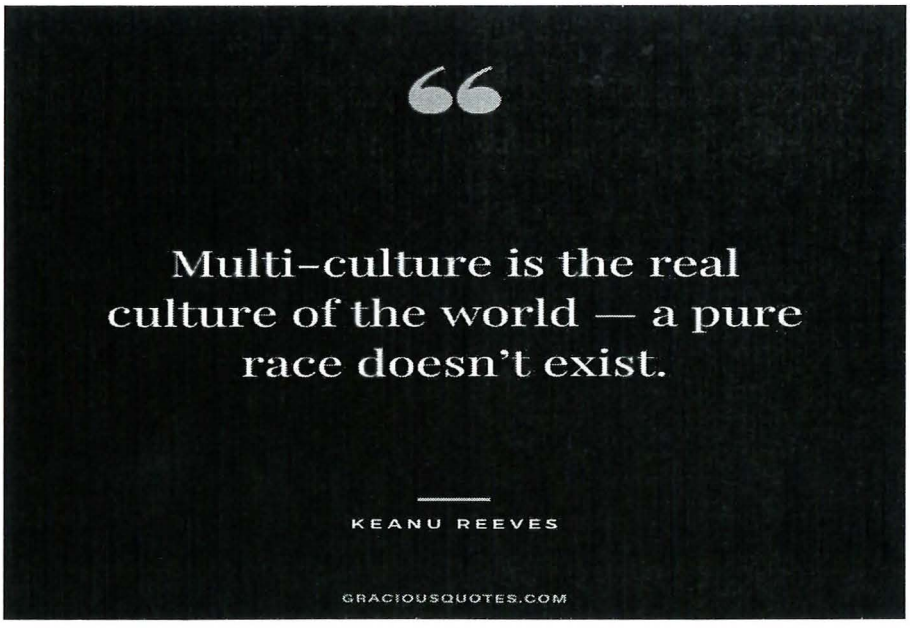
c.

d.

e.

f.

g.


Multi-culture is the real culture of the world — a pure race doesn't exist.
KEANU REEVES
GRACIOUSQUOTES.COM

3. Explain how to transmit organizational culture to employees.

1. _____

2. _____

3. _____

4. _____



4. Define organizational change.

5. Explain force of change.

i.

ii.

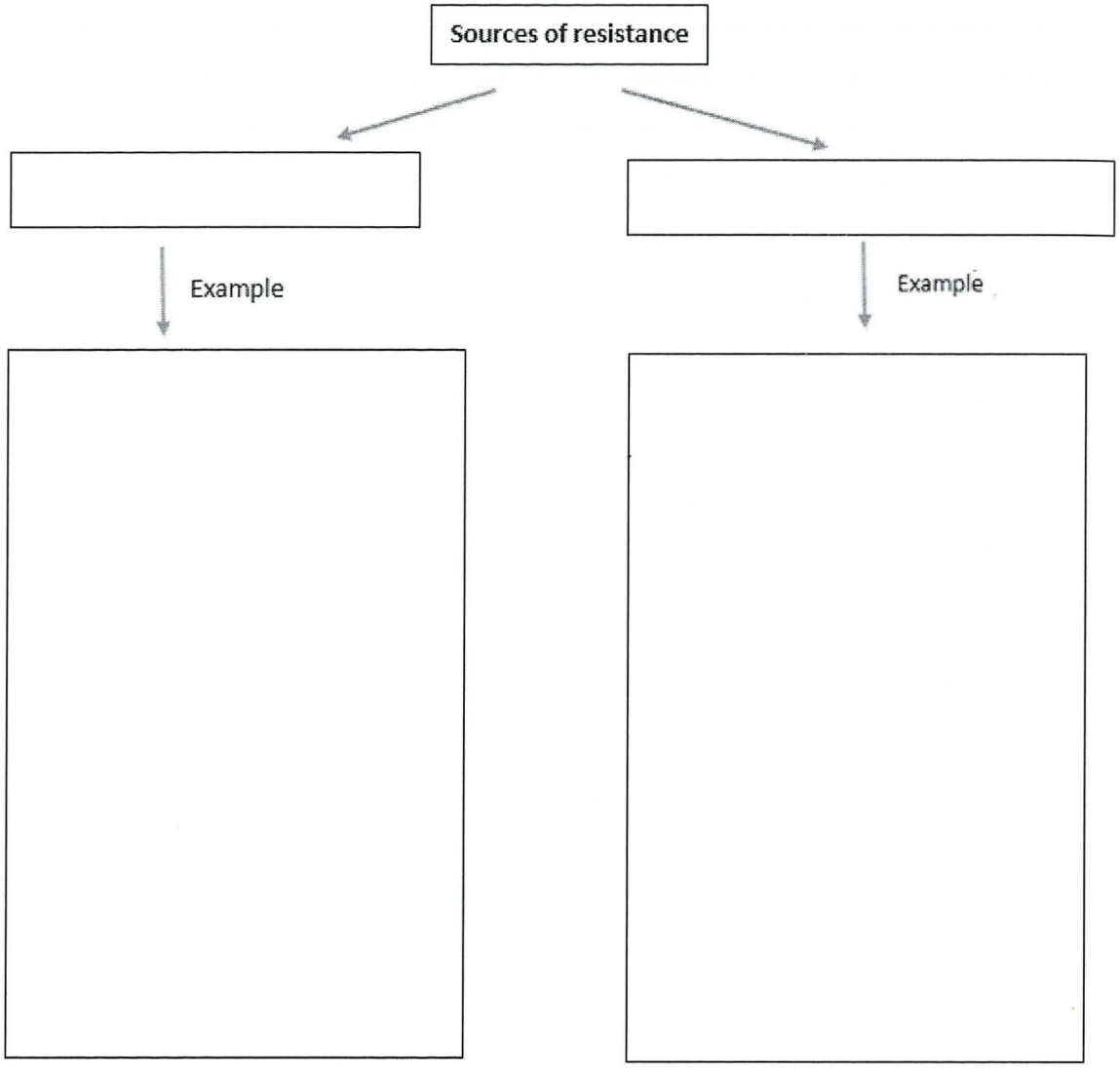
iii.

iv.

v.

vi.

6. Sources of resistance.



7. How to overcome resistance to change?

8. Explain approaches to managing organizational change.

1. _____

2. _____

3. _____

4. _____

QUESTION

Final Exam Collection

Answer all questions.

QUESTION 1

State any **FIVE (5)** elements of an organization's structure.

[5 marks]

QUESTION 2

The selection of organizational structure design is influenced by **FOUR (4)** major determinants. Interpret all of the determinants.

[10 marks]

QUESTION 3

It has been two weeks Farid served as a marketing executive at Menara Sdn. Bhd, but he still cannot adapt to the environment and culture in the organization. None of the employee is willing to share norms and values practiced by them, including his manager, Encik Sobri. Propose **TWO (2)** ways of how Encik Sabri can incultivate the Menara's culture to Farid.

[10 marks]

QUESTION 4

"Organizational culture is generally understood as the company's belief, values and attitudes, and how these influence the behavior of its employees."

Interpret **THREE (3)** functions of the organizational culture.

[9 marks]

QUESTION 5

Kurt Lewin developed a change model involve three steps. The model is still widely used and serves as the basis for many modern change models. Illustrate **THREE (3)** steps of change management in Three Lewin's Step Model.

[6 marks]

QUESTION 6

Organization culture is a shared belief, values and norms that bind people together and help them to make sense of the system within the organization. Interpret **THREE (3)** functions of culture.

[9 marks]

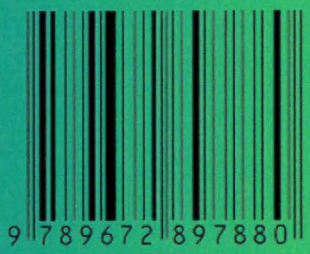
QUESTION 7

Lewin recommends action research as an approach in managing organizational changes. Interpret **FIVE (5)** steps in action research.

[10 marks]

Organizational Behavior Workbook

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