



UNIVERSITI MALAYSIA TERENGGANU

FINAL EXAMINATION

SEMESTER I SESSION 2025/2026 (BACHELOR DEGREE)

COURSE	:	ORGANIZATIONAL BEHAVIOR
COURSE CODE	:	MGM3043
DURATION	:	2 HOURS

MATRIC NO.	:	_____
PROGRAMME	:	_____
SEAT NO.	:	_____

INSTRUCTIONS TO CANDIDATES

- i. Part A: Answer all questions on the OMR sheet provided.
- ii. Part B: Answer all questions in the Answer Booklet provided.

DO NOT OPEN THE QUESTION PAPER UNTIL INSTRUCTED

THIS QUESTION PAPER CONSISTS OF NINE (9) PRINTED PAGES

PART B (75 Marks)

Please answer all questions.

1. NextGen Solutions, a Malaysian tech company, is undergoing rapid growth and restructuring. The CEO emphasizes that strong leadership is critical to guide the organization through this transition. While managers are focused on planning, budgeting, and maintaining processes, leaders are expected to inspire innovation, set a clear vision, and motivate teams to embrace change. The HR department wants employees to understand the distinct roles and approaches of leaders and managers to ensure alignment during this transformation.

Illustrate **three (3)** key differences between a leader and a manager in terms of their roles, approaches, and impact on the organization. (15 marks)

2. MetroLink Services, a Malaysian transportation company, has recently experienced an increase in workplace politics following a major restructuring. Employees are competing for limited leadership positions, and some managers have noticed behaviors such as forming alliances, withholding information, and passive agreement to decisions without genuine support. The HR department wants to understand what factors contribute to political behavior in the organization to develop strategies for reducing its negative impact.

Identify **five (5)** factors that contribute to political behavior in organizations. In your answer, illustrate how acquiescence plays a role in shaping these behaviors. (15 marks)

3. PrimeWorks Consulting, a Malaysian business advisory firm, is negotiating a major service contract with a corporate client. The negotiation team consists of several managers who differ in their approaches and behaviors. Some team members are highly assertive, others prefer a more accommodating style, and a few display unpredictable reactions during discussions. These differences have led to varied outcomes in past negotiations, and management wants to understand what factors influence individual negotiation effectiveness.

Based on the scenario above, analyze **three (3)** factors that can influence how effectively individuals negotiate. (15 marks)

4. Optima Foods Sdn Bhd, a Malaysian food processing company, is introducing a new digital inventory system to improve efficiency and reduce waste. While management views this as a positive change, several employees are resisting the transition. Some fear the complexity of the new system, others worry about job security, and a few openly question whether the change is necessary. The HR Manager needs to analyze the situation and identify effective tactics to address this resistance.

Based on the situation above, examine **three (3)** tactics managers can use to deal with resistance to change by explaining how each tactic addresses the underlying causes of resistance. (15 marks)

5. Zenith Logistics Sdn Bhd, a Malaysian transportation company, has recently experienced a surge in delivery orders due to a new e-commerce partnership. Employees are working longer hours under tight deadlines, and stress-related complaints have increased significantly. The HR department is tasked with analyzing the situation and identifying organizational approaches to reduce stress and maintain productivity.

Based on the scenario above, determine **three (3)** organizational approaches that can help manage employee stress effectively. (15 marks)

End of Question Paper