



جامعة السلطان الشريف علي الإسلامية
UNIVERSITI ISLAM SULTAN SHARIF ALI
SULTAN SHARIF ALI ISLAMIC UNIVERSITY

Semester I, 2020/2021 Academic Session

Final Examination Question Paper

Course Code : BF3320

Course Name : Organizational Behavior

Course Level : First Degree

**Programmes : Bachelor of Science in Islamic Finance &
Bachelor of Business Management**

Time : 3 hours

Note(s):

1. This examination is divided into TWO (2) Sections and carries 60 marks.
2. Write ALL of your answers in the Answer Booklet provided.
3. SECTION A consists of FOUR Short Essay Questions, which carry 20 marks.
4. SECTION B consists of FOUR Essay-Type Questions based on three short case studies, which carry 40 marks.
5. Candidates are not allowed to take the Answer Booklet out of the examination venue.



SECTION A: MULTIPLE CHOICE QUESTIONS (20 marks)

1. Briefly describe the four main approaches to managing organizational change? (4 marks)
2. Briefly describe three individual and three organizational approaches to managing stress? (6 marks)
3. What is the difference between trait and behavioral theories? Are the theories valid? (4 marks)
4. What are the differences among the traditional, interactionist, and managed-conflict views of conflict? (6 marks)

SECTION B: ESSAY-TYPE QUESTIONS (40 marks)

Short Case Study 1:

Vodafone has one of the world's largest mobile communications networks, with 83,900 employees serving over 370 million customers across more than 30 countries. With 2,200 retail stores and a further 10,300 branded franchises throughout the world. Vodafone products include messaging services for businesses and consumers, smartphones, mobile handsets and tablets.

Its current strategy is aimed at increasing the 'average revenue per user' through offering more and more benefit mobile services. **Awang Abdul Manaf**, winner of the *2011 Procurement Leader Award*, was brought in to be the Global Supply Chain Management Director and Chief Executive Officer of the Vodafone Procurement Company. His role was to not only manage the complexity of the procurement and supply chains for both goods and services but fundamentally transform several fragmented supply chains into a single global function. The Vodafone Procurement Company was set up in 2008 with its headquarters based in Luxembourg. Through 'lean' procurement techniques it was expected to achieve efficiencies and substantial savings on products such as handsets, network equipment, marketing and IT services. It also runs a China Sourcing Centre in Beijing, with a stated objective of 8% year-on-year cost reduction.

Awang Abdul Manaf, who was UNISSA graduate with BBM degree, joined Vodafone in March 2003. He had 26 years' experience in supply chain management, with previous roles in supply chain, planning and operations management in Brunei, Malaysia, Germany, the UK, Singapore, Korea and the US. He has also appreciated diversity in his teams and knows how important communication, information sharing and empowerment are to success. When **Awang**

Abdul Manaf joined, staff were uncertain of the impact he would have, the changes that would be made and whether their jobs would be secured. To bring about the transformational change required, **Awang Abdul Manaf** used an inclusive process, which involved holding workshops with procurement and supply chain staff as well as consulting with key internal stakeholders across the organization. He used his natural influence, persuasion and well-developed communication skills to gain consensus and buy-in for his plans across the whole procurement and supply chain. **Awang Abdul Manaf** and his team's efforts resulted in Vodafone taking full advantage of its global scale and achieving 'world-class' savings and efficiencies across its business operations. Other benefits include a significant improvement in Vodafone's working capital position, technology standardization and policy development for global travel and labor.

One of the key drivers behind these successes has been **Awang Abdul Manaf's** interpersonal skills. The *2011 Procurement Leader Award* submission referred to **Awang Abdul Manaf's** 'inclusive and inspirational leadership style and how it had been one of the critical success factors of the projects he led. However, in accepting the award, **Awang Abdul Manaf** said '*I'm very proud, this is a great recognition for the achievements of the entire Vodafone SCM team. At Vodafone we aim to be ambitious and competitive and getting this kind of recognition is a great motivator.*' This was deserved praise for a hard-working, committed and enthusiastic team he had built up from a small group of 30 to a team of 170 (from 24 countries), based at head office and localized procurement sites.

Questions

1. Outline an appropriate range of leadership skills that would have been required by **Awang Abdul Manaf** to make the supply chain transformational project at Vodafone a success.
(10 marks)
2. Propose effective change management methods and theories that **Awang Abdul Manaf** could have used within Vodafone to ensure the supply chain transformational project overcame any barriers to be a success (10 marks).

Short Case Study 2

Maryam just finished a certification appointment for **Aishah**, a participant who has cerebral palsy.

Aishah has some difficulty speaking and uses a wheelchair for mobility. As they head toward the door, **Aishah** says something to **Maryam**.

Maryam replies, "I'm sorry, I didn't understand what you said." **Aishah** repeats her comment. **Maryam** looks confused and says, "One more time please?" **Aishah** repeats her comment in a louder voice.

Looking a bit flustered, **Maryam** says, "Okay, well, maybe we can talk about that next time." **Maryam** reaches for the door and says, "Let me get that for you." **Aishah**, at the same moment, angrily pushes the button for the automatic door and rolls away.

Maryam walks back to her office feeling embarrassed and that she is no good at working with disabled participants.

Question

1. What could **Maryam** have done differently to avoid or minimize this conflict? What could **Maryam** learn from this experience? (10 marks)

Short Case Study 3

Nor Shazwani is on an academic scholarship that requires her to maintain a certain grade-point average at **UNISSA**. She had a rough term for Semester 1/ 2020-2021 Academic Year, and needs to do well on her finals to pull the grades that will keep her on scholarship. **Nor Shazwani** is often tense regardless of exam schedules, but when she found out she would have three finals on the same day, she had a meltdown. To make the stress situation worse, she just delivered her first baby two weeks before the final exam week started.

First, she was angry that her schedule turned out this way, and she complained bitterly about it to anyone who would listen. Then she got into an argument with her husband, who was also intense while trying to console **Nor Shazwani** so that she would take her life a bit easy under this circumstance. The night before her exams, **Nor Shazwani** studied at the **UNISSA**'s library all night. She felt bad because she had to leave her newborn baby to the custody of her mother.

She skipped breakfast the next morning because she wanted to get to the exam hall early. **Dr. Razali** passed out the exam questions and **Nor Shazwani** began to read it. She felt absolute stress out.

Question

1. Using the *Stress Model* which was introduced in **BF 3320 Class**, explain the scenario which **Nor Shazwani** went through and suggest what she should have done to cope with the stressful situation (10 marks)

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