

UNIVERSITI SAINS MALAYSIA

Peperiksaan Semester Pertama
Sidang 1994/95

Oktober/November 1994

ATP203 - PERLAKUAN ORGANISASI

Masa: [3 jam]

ARAHAN

Sila pastikan bahawa kertas peperiksaan ini mengandungi DUAPULUH muka surat yang bercetak sebelum anda memulakan peperiksaan ini.

Jawab SEMUA soalan. Semua jawapan mesti dijawab di kertas ini.
Answer ALL questions. All answers must be provided on these pages.

...2/-

Bahagian A

1. Baca kes Syarikat Jordan yang dilampirkan dan jawab soalan-soalan yang berikut:
Read the attached case study Jordan Company and answer the following questions:

- (a) Apakah masalah yang dihadapi oleh Syarikat Jordan?
What is the problem faced by Jordan Company?
- (b) Apakah tindakan yang harus dilakukan oleh syarikat ini?
What would you suggest the Jordan Company should do?

[12 markah]

...3/-

Bahagian B

Hadkan jawapan anda pada ruangan yang disediakan. Enam markah bagi setiap soalan.
Limit your answers to the space provided. Each question is six points.

2. Terangkan secara ringkas mana-mana lima ciri utama pemimpin berkarisma.
Describe briefly any five key characteristics of charismatic leaders.

[6 markah]

3. Dalam filem bertajuk "Everything you wanted to know about supervision", delegasi telah disarankan sebagai tugas utama penyelia. Terangkan secara ringkas langkah-langkah delegasi.
In the film "Everything you wanted to know about supervision" delegation has been pointed out as the key role of supervisor. Briefly describe the steps in delegation.

[6 markah]

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4. Apakah dua dimensi Teori Perlakuan Kepimpinan yang dicadangkan oleh Michigan State University?
What are the two dimensions of Behavioural Theory of Leadership as proposed by Michigan State University?

[6 markah]

5. Nyatakan keadaan-keadaan yang akan membawa kepada pergantungan di dalam pemahaman kuasa.
Indicate conditions that lead to dependency in understanding power.

[6 markah]

6. Terangkan secara ringkas mod sisian komunikasi.
Briefly describe the sideward modes of communication.

[6 markah]

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7. Apakah kategori umum faktor-faktor yang menyebabkan tekanan kerja?
What are the broad categories of factors that cause job stress?

[6 markah]

8. Nyatakan secara ringkas lima ciri-ciri kumpulan yang berkesan.
Briefly indicate five characteristics of effective groups.

[6 markah]

9. Dalam keadaan apakah persaingan di antara kumpulan terjadi?
Under what conditions competition amongst groups takes place?

[6 markah]

...6/

Bahagian C

Jawab SEMUA soalan dengan menandakan sama ada pernyataan berikut BETUL (B) atau PALSU (P) di ruangan yang disediakan. 0.50 markah akan ditolak untuk jawapan yang silap.

Answer the following questions by indicating whether statements are TRUE (T) or FALSE (F) on the left hand side space. 0.50 marks will be deducted for every wrong answer

10. ___ (a) Darjah bagaimana tugas di dalam organisasi diseragamkan ditakrifkan sebagai pembahagian buruh.
The degree to which jobs in the organisations are standardized is called division of labour.
- ___ (b) Berpolitik di dalam organisasi berlaku kerana matlamat organisasi tidak jelas.
Political behaviour in organisations takes place because the goals of organisations are not clearly defined.
- ___ (c) "Kinesics" ialah pembelajaran mengenai ekspresi wajah.
Kinesics is a study of facial expressions.
- ___ (d) Semakin kuat pertalian ahli kumpulan semakin produktif mereka mengikut pandangan organisasi.
The more cohesive the groups the more productive they are from the point of view of organisations.
- ___ (e) Maklumbalas hanya berkesan apabila ditujukan kepada perlakuan yang spesifik.
For feedback to be effective, it should focus on specific behaviour.
- ___ (f) Membuat keputusan berkumpulan yang mana setiap ahli melaksanakan secara individu, kemudian menghimpunkan pandangan mereka secara bebas dan sistematik dipanggil perancahan.
The group decision making method in which individual members acting separately, pool their judgement in a systematic and independent fashion is called brainstorming.
- ___ (g) "Exit interview" ialah satu cara komunikasi bawah ke atas.
Exit interview is a mode of upward communication.

- (h) Matlamat "superordinate" boleh dicapai melalui usaha seorang sahaja.
Superordinate goals are those which can be achieved by the efforts of one person.
- (i) Satu daripada strategi di dalam politik organisasi ialah "bahagi" dan "perintah".
One of the strategies in the politics of the organisation is to divide and rule.
- (j) Satu cara membawa perubahan dengan berkesan ialah memerintahkan orang untuk melakukannya.
One way to bring about effective change is to order people to do things.
- (k) Bilangan pekerja seseorang pengurus sepatutnya menyelia dipanggil jangkauan.
The number of employees a manager should supervise is called span of control.
- (l) Pembangunan organisasi merujuk kepada perubahan budaya yang terancang dalam organisasi.
Organization development refers to the planned change in the culture of the organization.
- (m) "Diffusion of responsibility" meningkat dengan bertambahnya bilangan orang.
"Diffusion of responsibility" increases with increasing number of people.
- (n) Di dalam struktur organisasi, semua pekerja adalah kedua-dua penyelia dan subordinate di masa yang sama kecuali mereka ditingkat paling atas dan paling bawah.
Given the structure of the organizations, all employees are both supervisors and subordinates at the same time except those at the very top and the very bottom of the hierarchy.
- (o) Meningkatnya tekanan kumpulan akan meningkatkan kekuatan untuk persetujuan.
Increasing degree of group pressure increases the strength of conformity.

- (p) Untuk mendapatkan kerjasama antara kumpulan, adalah perlu mereka tidak saling bergantung.
For cooperation between groups to take place it is necessary for them to be mutually independent.
- (q) Dua atau lebih individu yang menggabungkan kuasa untuk menonjolkan atau menyokong tuntutan mereka dikenali sebagai kuasa peluang.
Two or more individuals who combine their power to push for or support their demands is known as opportunity power.
- (r) Proses yang meningkatkan motivasi intrinsik tugas pekerja dipanggil "empowerment".
The process that increases employee's intrinsic task motivation is called empowerment.
- (s) Satu koleksi campurtangan perubahan yang dirancang berdasarkan nilai demokratik-kemanusiaan untuk meningkatkan keberkesanan organisasi dipanggil latihan sensitiviti.
A collection of planned change interventions built on humanistic democratic values that seek to improve organizational effectiveness is called sensitivity training.
- (t) Proses di mana dua atau lebih golongan bertukar barangan atau khidmat dan cubaan untuk bersetuju terhadap kadar tukar ganti antara mereka dipanggil perundingan.
A process in which two or more parties exchange goods or services and attempt to agree upon the exchange rate for them is called negotiation.

[20 markah]

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Bahagian D

Jawab semua soalan dengan menulis jawapan anda di ruangan yang disediakan. 0.25 markah akan ditolak untuk jawapan yang silap.

Answer the questions by writing your answer on the space provided on left hand side. 0.25 marks will be deducted for every wrong answer.

11. — (a) Struktur yang mempunyai rendah kompleksiti, performalan dan pemusatan yang rendah ialah:
- (i) birokrasi mesin.
 - (ii) birokrasi profesyenal.
 - (iii) adhokrasi.
 - (iv) tiada jawapan.

A structure characterized as low in complexity, formalization and centralization is called:

- (i) *machine bureaucracy.*
- (ii) *professional bureaucracy.*
- (iii) *adhocracy.*
- (iv) *none of the above.*

- (b) Orang berkumpul kerana mereka berkongsi satu atau lebih ciri-ciri yang sama ialah:
- (i) kumpulan kegemaran.
 - (ii) kumpulan tugas.
 - (iii) kumpulan persahabatan.
 - (iv) kumpulan tidak formal.

People brought together because they share one or more common characteristics are called:

- (i) *interest groups.*
- (ii) *task groups.*
- (iii) *friendship groups.*
- (iv) *informal groups.*

— (c) Mana daripada berikut BUKAN disebabkan tekanan kerja?

- (i) tekanan darah tinggi.
- (ii) ulcer.
- (iii) tidak boleh tidur.
- (iv) bebanan peranan.

Which of the following is NOT a result of job stress?

- (i) *high blood pressure.*
- (ii) *ulcer.*
- (iii) *sleeplessness.*
- (iv) *role overload.*

— (d) Di dalam saluran komunikasi manakah, setiap individu tidak memerlukan orang tengah?

- (i) rangkaian berantai.
- (ii) rangkaian Y.
- (iii) rangkaian bintang.
- (iv) rangkaian semua saluran.

In which of the following channels of communication networks the individual does not have to go through an intermediary?

- (i) *chain network.*
- (ii) *Y-network.*
- (iii) *star network.*
- (iv) *all channel network.*

— (e) Mana daripada berikut BUKANNYA pembolehkan struktur kumpulan?

- (i) kepimpinan formal.
- (ii) strategi.
- (iii) peranan.
- (iv) norma.

Which of the following is NOT a variable in group structure?

- (i) *formal leadership.*
- (ii) *strategy.*
- (iii) *roles.*
- (iv) *norms.*

— (f) Kecenderungan untuk mengelak daripada menilai secara kritikal pandangan minoriti, luar-biasa atau tidak popular disebabkan tekanan kumpulan ialah:

- (i) *pemikiran kumpulan.*
- (ii) *persetujuan.*
- (iii) *pertalian.*
- (iv) *komitmen.*

The tendency to avoid critically appraising minority, unusual or unpopular views under group pressure is called.

- (a) *groupthink.*
- (b) *conformity.*
- (c) *cohesiveness.*
- (d) *commitment.*

— (g) Mana daripada berikut BUKANNYA satu dimensi kontigensi kepimpinan yang dikenali oleh Fiedler?

- (i) *struktur tugas.*
- (ii) *perhubungan ahli-pemimpin.*
- (iii) *pembentukan struktur*
- (iv) *kuasa kedudukan.*

Which of the following is NOT a contingency dimension of leadership as identified by Fiedler?

- (i) *task structure.*
- (ii) *leader-member relationship.*
- (iii) *initiation of structure.*
- (iv) *position power.*

— (h) Proses bagaimana individu cuba mengawal impresi orang lain terhadap mereka ialah:

- (i) pengurusan persetujuan.
- (ii) pemikiran kumpulan.
- (iii) pengurusan impresi.
- (iv) pengurusan pujian.

The process by which individuals attempt to control others' impressions about themselves is called:

- (i) *conformity management.*
- (ii) *groupthink.*
- (iii) *impression management.*
- (iv) *flattery management.*

— (i) Mana daripada berikut BUKANNYA kategori teknologi yang disampaikan oleh Joan Woodward?

- (i) pengeluaran unit.
- (ii) pengeluaran proses.
- (iii) pengeluaran berdasarkan teknologi.
- (iv) pengeluaran besaran.

Which of the following is NOT a technology category as presented by Joan Woodward?

- (i) *unit production.*
- (ii) *process production.*
- (iii) *technology based production.*
- (iv) *mass production.*

— (j) Mengumpulkan aktiviti organisasi berdasarkan kawasan ialah:

- (i) penjabatan mengikut fungsian.
- (ii) penjabatan mengikut pelanggan.
- (iii) penjabatan mengikut proses.
- (iv) penjabatan mengikut geografi.

The grouping of organization's activities on the basis of territory is called:

- (i) *functional departmentalization.*
- (ii) *customer departmentalization.*
- (iii) *process departmentalization.*
- (iv) *geographic departmentalization.*

— (k) Subordinat yang bertanggungjawab kepada seorang penyelia ialah:

- (i) *autoriti.*
- (ii) *tanggungjawab.*
- (iii) *satu perintah.*
- (iv) *performalan.*

The fact that a subordinate who responds to one superior to whom he/she is directly responsible is known as:

- (i) *authority.*
- (ii) *responsibility.*
- (iii) *unity of command.*
- (iv) *formalization.*

— (l) Perundingan yang mencari satu atau lebih penyelesaian yang akan mengakibatkan situasi menang-menang ialah:

- (i) *tawar-menawar integratif.*
- (ii) *tawar-menawar distributif.*
- (iii) *tawar-menawar konflik.*
- (iv) *tawar-menawar kerjasama.*

Negotiation that seeks one or more settlements that can create a win-win situation is known as:

- (i) *integrative bargaining.*
- (ii) *distributive bargaining.*
- (iii) *conflict bargaining.*
- (iv) *cooperation bargaining.*

— (m) Mana daripada berikut merupakan komponen model proses komunikasi?

- (i) sumber/enkod/saluran/dekod/pesanan.
- (ii) enkod/sumber/dekod/saluran/penerima.
- (iii) saluran/enkod/sumber/pesanan/penerima.
- (iv) dekod/enkod/pesanan/penerima/saluran.

Which of the following are components of communication process model?

- (i) *source/encoding/channel/decoding/message.*
- (ii) *encoding/source/decoding/channel/receiver.*
- (iii) *channel/encoding/source/message/receiver.*
- (iv) *decoding/encoding/message/receiver/channel.*

— (n) Mana daripada berikut menggambarkan gaya kepimpinan 9, 9 mengikut Grid Pengurusan yang diperkembangkan oleh Blake and Mouton.

- (i) pengurusan kelab desa.
- (ii) pengurusan pasukan.
- (iii) pengurusan manusia organisasi.
- (iv) pengurusan daif.

Which of the following represents the 9, 9 leadership style on Managerial Grid as developed of Blake and Mouton?

- (i) *country club management.*
- (ii) *team management.*
- (iii) *organization-man management.*
- (iv) *improvished management.*

— (o) Manakah daripada berikut bukannya asas kuasa?

- (i) kuasa paksaan.
- (ii) kuasa ganjaran.
- (iii) kuasa pengetahuan.
- (iv) kuasa kedudukan.

Which of the following is NOT a basis for power?

- (i) *coercive power.*
- (ii) *reward power.*
- (iii) *knowledge power.*
- (iv) *position power.*

— (p) Mengikuti Emery dan Twist, mana daripada berikut bukannya jenis persekitaran?

- (i) persekitaran 'placid-disturbed'.
- (ii) persekitaran 'placid-randomized'.
- (iii) persekitaran 'placid-clustered'.
- (iv) persekitaran 'turbulent field'.

According to Emery and Trist which of the following is Not a type of environment?

- (i) *placid-disturbed environment.*
- (ii) *placid-randomized environment.*
- (iii) *placid-clustered environment.*
- (iv) *turbulent field environment.*

— (q) Mengikuti sistem kategori untuk merekodkan interaksi kumpulan oleh Bale, berapa kategori dinyatakan?

- (i) 8.
- (ii) 10.
- (iii) 12.
- (iv) 14.

In Bale's system of categories for recording group interaction how many categories are indicated?

- (i) 8.
- (ii) 10.
- (iii) 12.
- (iv) 14.

___ (r) Mana daripada berikut bukannya cara untuk mengatasi konflik?

- (i) pengelakan.
- (ii) penyerangan.
- (iii) meredakan.
- (iv) konfrantasi.

Which of the following is NOT a response to conflict?

- (i) *avoidance.*
- (ii) *aggression.*
- (iii) *defusion.*
- (iv) *confrontation.*

___ (s) Semasa membincangkan pendekatan terhadap perubahan organisasi, Kurt Lewin telah membentangkan model tiga langkah perubahan berkesan. Mana daripada berikut BUKANNYA langkah yang dibentangkan:

- (i) pencairan.
- (ii) gerakan.
- (iii) maklumbalas.
- (iv) pembekuan semula.

While discussing approaches to organizational change, Kurt Lewin has presented a three step model of effective change. Which of the following is NOT a step according to Lewin?

- (i) *unfreezing.*
- (ii) *movement.*
- (iii) *feedback.*
- (iv) *refreezing.*

___ (t) Mana daripada berikut BUKANNYA satu cara komunikasi ke atas?

- (i) peti cadangan.
- (ii) temuduga keluar.
- (iii) dasar pintu terbuka.
- (iv) laporan tahunan.

Which of the following is NOT a method of upward communication?

- (i) suggestion box.*
- (ii) exit interview.*
- (iii) open-door policy.*
- (iv) annual reports.*

[20 markah]

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THE JORDAN COMPANY

The Jordan Company manufactures automobile piston rings, pistons, valves, and related products. The plant is located near South Bend, Indiana. The company is relatively small, employing 350 production workers, in addition to 125 office and sales employees and executives. Growth has been rather rapid, having expanded from 12 employees in 1946 to its present size in 1957.

The founder and President, Thomas Jordan also holds the title of Sales Manager in his company. Before organizing the Jordan Company he had been the sales manager of a large automobile parts manufacturer. Believing that his extensive contacts in the automobile industry and his proven sales ability would enable him to own his own company, he went into business for himself in 1946, after obtaining additional capital from two friends who each own 20 per cent interest in the firm.

Jordan had never given much attention to the production aspects of business. In fact, he devotes about 25 per cent of his time contacting important customers and the twenty manufacturers agents which represent the Company in the southern and western states. Frank Elliott his Plant Manager, started with the company at the time of its organization. He laid out the plant, established production and quality standards, and hired all the production executives under him as well as several of the first production workers who went to work with the Jordan Company.

It has been the practice of the company to allow each foreman and office supervisor to hire, discipline, transfer, promote, and otherwise make his own decisions about personnel matters within his department.

Mr. Jordan observed that as the company grew in number of employees, morale appeared to degenerate. He once commented to Elliott that "the one-big-happy-family spirit which pervaded our people during the first few years of the company disappeared during the past two years".

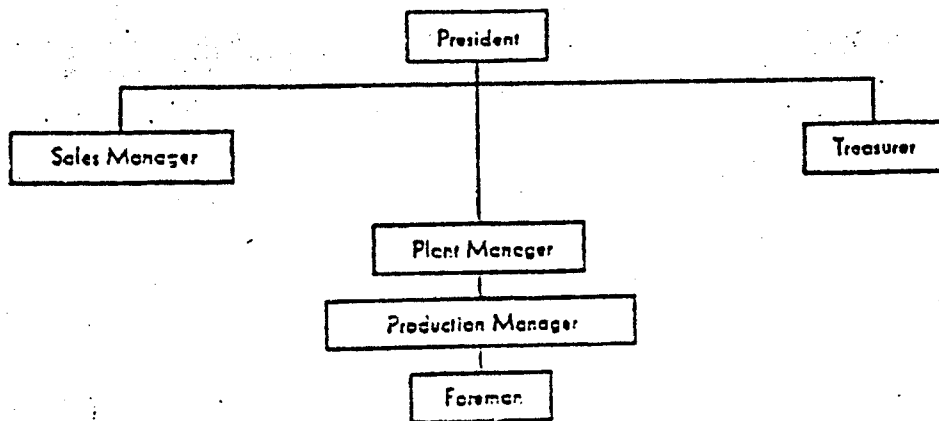
In 1956, Mr. Jordan decided that the Company should employ a personnel manager.

John Graham, Chief Cost Accountant, learned of Jordan's plans through one of the secretaries with whom he had lunch in the plant cafeteria one day. John had wanted to get into personnel work for some time. As he put it, "I always did prefer working with people to working with numbers."

John Graham has worked with the Jordan Company for seven years. He joined the company in the bookkeeping department immediately after graduating from college. Since the company is small and work is not highly departmentalized, John has had many contacts with people in both production and sales. Elliott and Jordan both believe that he is an alert, conscientious employee who is "generally well liked by all."

Graham applied for the position of Personnel Manager, and he was selected for the job.

After much debate, it was decided to make the Personnel Manager a part of the production management section, the manager of which reported to the Plant Manager.



John was given an office near the entrance of the plant and a secretary was assigned to him. The President told him at the time of his appointment that "the scope and success of the personnel department's activities will be pretty much what you make them.

John immediately sent a memorandum to all foremen, over the signature of the production Manager, advising them that "the Personnel Manager will hire all new employees in the future." In addition, the memorandum stated that the Personnel Manager would henceforth initiate all disciplinary action and other personnel decisions must be approved by the Personnel Manager before being acted upon.

Upon receiving the memorandum several of the foremen expressed considerable resentment against this organization change. They agreed that John had the "big-head."

After a short time, the Production Manager began to receive complaints from foremen to the effect that "new employees aren't what they were when we hired them." On one occasion when he questioned a foreman about a drop in production, the foreman said that his hands were tied; he could not hire, discipline or otherwise control his men. And, if he could not control his men, how could he be expected to get out production?

One day an employee came into John's office and protested that his foreman had just discharged him "for no reason at all." John telephoned the foreman and the following conversation took place:

John: Hello, Jim, This is John Graham. What's the story on Joe Ralving?

Foreman: I fired him.

John: Yes, I know, but why?

Foreman: I don't like him.

John: But that's no reason. You know that you can't fire him without an O.K. from my office.

Foreman: Well, I did it.

John: But you can't, Jim. There has to be a good reason, and ...

Foreman: I don't like him - that's reason enough.

The foreman hung up.

John presented the matter to the Production Manager who finally insisted that the employee be reinstated. Soon the number of complaints concerning the hiring of poor workers and the lack of control over personnel began to increase. The foremen agreed to "stay clear" of the personnel department as much as possible.

Finally, the Production Manager advised the Plant Manager that he did not believe that the firm was large enough to warrant a personnel department. He further recommended that the Company return to the former plan of having foremen make their own personnel decisions. Finally, he urged that John be returned to his former job.

The Plant Manager thought about the Production Manager's recommendations for a few days and then passed them on to the President, recommending that they be accepted.