

UNIVERSITI SAINS MALAYSIA  
Master of Business Administration

First Semester Examination  
Academic Session 1999/2000

September 1999

**AGW 613 - MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

Time: [3 hours]

---

**INSTRUCTIONS:**

Please make sure that this examination paper consists of **TWO (2)** printed pages before you begin. Choose and answer only **FOUR (4)** out of the following questions.

---

1. Explain how demographic factors like age and gender work to influence behaviour at work.  
[25 marks]
  
2. You have been hired as a management consultant to train a company's managers in how to understand individual differences. What would your training program cover?  
[25 marks]
  
3. Briefly explain Herzberg's two factor theory. How would a manager approach a situation in which an employee was obviously dissatisfied and turn that into one in which the employee was motivated?  
[25 marks]
  
4. Is it possible for managers at any level of the organisation to increase the power of subordinates through the use of a process known as empowerment. How does this process work? What are the advantages and disadvantages of empowerment?  
[25 marks]

...2/-

5. Define leadership. What is situational leadership theory? Elaborate on one of the theories under this category.

[25 marks]

6. Why does communication break down? Answer this question by referring to the barriers to effective communication.

[25 marks]

---ooo000ooo---