



MILLIONS

MANAGEMENT SOLUTIONS

PERILAKU KEORGANISASIAN

EXERCISE

UTS

2013/2014



UNIVERSITAS INDONESIA
FACULTY OF ECONOMICS
DEPARTMENT OF MANAGEMENT

MID-TERM EXAM

Subject : Organizational Behavior
Code : MGMT 14013 (3 Credits)
Year-Term : 2013/2014/Odd Semester
Day-Date : Wednesday, 16 October 2013 (150 Minutes)

Instruction : Answer 5 out of 7 questions below. All questions have similar weight.

Question 1

- What is emotional labor? What is positive or negative effect of emotional labor both to organization and employees? Please explain!
- The understanding of emotion and moods can help us explain and predict certain aspects such as selection, decision making, negotiation, and deviant workplace behavior. Please explain the association of emotion and moods to those 4 factors!

Question 2

- What is job Characteristic Model and its 5 dimensions? Please explain how this model could motivate employees.
- Please mention and explain 3 alternatives of work arrangement. Give your opinion about advantages and disadvantages of those 3 alternatives if they are implemented in Indonesia.

Question 3

- In identifying one's personality, two frameworks can be used to help decision making in organization, which are MBTI and The Big Five Model. Please briefly explain MBTI and the five dimensions in The Big Five Model, and how these dimensions relate to manager's performance.
- In decision making, biases and errors could happen due to false use of experience, intention, instinct, etc. please explain at least five types of biases and errors that could occur in decision making.

Question 4

PT XYZ hired Duran Antonio for the position of Research and Development (R&D) staff which, for the past one year, had only been staffed by one employee, Robert Sitompul. PT. XYZ did not have an R&D division at that time; R&D was a subdivision under Sales and Marketing Division. Duran Antonio was a fresh graduate from one of the best universities in Indonesia and had an

excellent leadership potential, attractive personality, and great organizational experience. Furthermore, he also had an outstanding academic achievement.

After one year, the performance appraisal showed that Duran was a good employee who always achieved the targets and brought positive influence to his colleagues within and outside his division. Due to tighter competition that required faster innovation, PT. XYZ decided to form R&D division and hired two more employees. With this change, Robert Sitompul was promoted to the manager of R&D division with three subordinates (Duran Antonio and two new hires).

This change resulted to lower performance of Duran Antonio. Robert Sitompul felt that Duran Antonio changed a lot: often not in his room, missed the targets several times, and became introvert. Robert then found out that Duran accidentally heard the conversation between his two new colleagues and got information that they were paid higher with significant difference with his salary Duran felt disappointed and he became de-motivated at work. He felt not being correctly recognized and being unfairly treated. Duran also found out the new hires had lower qualifications compared to his when he firstly applied for the position.

Duran is now thinking to leave PT.XYZ and apply for a new job at one of the competitors.

Questions:

- a. Please analyze and explain why Duran was disappointed and left PT XYZ, by using motivation theory discussed in class.
- b. With motivation theory you use to explain the condition in the previous question, what can Robert, as a manager, and the HR Division do to improve the situation?

Question 5

- a. Organization Behavior can help a manager in understanding employees behavior in organization. OB is a multi-discipline subjects. What is the meaning of “multi-disciplines” in OB and what are the consequences for managers in understanding employees behavior?
- b. What is dependent variable Please mention and explain dependent variables in OB.

Question 6

- a. Please mention and explain the stages of group development
- b. What are the differences between group and team? How can you differentiate team with group? Are the differences can be seen clearly?

Question 7

- a. Ability directly affects employees performance. Please mention and explain three things that a manager can do to improve employees ability
- b. What are the outcomes of job satisfaction? What are the implications of the outcomes to management?