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| **EXAMINATION ANSWER BOOK** | | |
| **This script will be marked anonymously. Please complete CANDIDATE / EXAMINATION DETAILS but do not start writing anywhere else until the start of the examination is announced by the invigilator. Please show your student identity card upon request. It is student’s responsibility to fill in the details fully and accurately.** | | |
| **CANDIDATE / EXAMIMNATION DETAILS** | | |
| **University of Westminster Student ID Number:** | **WIUT Student ID Number:**  **00010023** | |
| **Course:**  **4BIS2** | **Date:**  **07/05/2021** | |
| **Module Code:**  **4MNST001C-n** | **Module Title:**  **Introduction to Organization Behavior** | |

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| **QUESTIONS ANSWERED** | | | | |  | **REGULATIONS FOR CANDIDATES**  **PLEASE READ CAREFULLY**  1. You are warned that any breach of the rules is likely to result in severe penalties including suspension of studies or exclusion from WIUT.  2. You must show your WIUT student identity card upon request..  3. You are not allowed to leave during the first 30 minutes or the last 15 minutes of the examination.  4. All mobile phones and other electronic devices must be switched off.  5. If you are caught cheating in the examination, you will most probably get zero marks. If you have any revision, you have a chance to remove them before the start of the examination without being penalized.  5. You may use blue or black pen only. Any answers written in pencil may not be marked.  6. You must not commence writing, other than to complete identification details on the answer book, until the start of the examination is announced.  7. You are not allowed to talk, to whisper or to turn around - all of which are academic misconduct and may incur a penalty. You will be given a single written warning only for such kind of misconduct; should you do any of these things again you will be reported to the Academic Misconduct Panel.  8. You may NOT use whiteout/correction fluid or disappearing ink pen. Possession of this constitutes an academic misconduct. If you make a mistake, simply draw a line through the mistake with pen and continue  9. If you have not come to the examination properly prepared, you must make do with what you have brought with you.  11. If you are found to have any unauthorized materials during the examination this will constitute an academic misconduct and you will be reported to the Academic Misconduct Panel.  12. You must not leave your place without the permission of the invigilator.  13. If you do not feel well enough to complete the examination you should leave the room and submit a Mitigating Circumstance claim for non-attendance.  14. When the invigilator announces the end of the examination you must stop writing, remain seated and silent until all scripts have been collected and counted and until you are dismissed by the invigilator. |
| Write in **the first column only** the numbers of the questions attempted in the order in which you attempted them. | | | | |
| **CANDIDATE USE** | **EXAMINER USE** | | | |
| **Question Number** | **Internal Examiner** | **Internal Examiner** | **External Examiner** | **Agreed**  **Marks** |
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1.1 The following leadership theories were given in our seminars. Fred Fieldler’s Contingency Theory, Action – Centered, Vroom and Yetton theory, Trait theory, as well as Blake and Mouton theory. Regarding the case study, Diane would best suit the Country Club criteria. She has high concern for people, as it can be seen for the text where it is mentioned that she cares for her employees. However, there was no mention about tasks, the fact that she gave much effort to completing tasks, instead of caring for people. Thus, she can be assumed following the Country Club approach. Considering the other approaches, for example, Action-centered leadership style, Diane is far away from that. She is not balancing between performing tasks caring for people. She only focuses on employee’s wellbeing only.

1.2 TQM. There are 8 core elements of the he total quality managements. These include:

• Integrity

• Teamwork

• Leadership

• Recognition

• Communication

• Training

• Trust

• Ethics

In the case study, the following elements can be noticed. Trust. The CEO, or Diana, built her company on trust to employees. She managed to entrust the roles and tasks to the employees of the company. For example, it is written that after the search for help, she decided to give authority and freedom to people, so that they can perform their jobs and govern the company. In other words, she trusted her employees. Be seeing that their CEO trusts them, employees were inspired to perform their jobs effectively. The second element found in this case is leadership. Diane created her own leadership style to motivate her employees. As she confessed, she is neither a pharmacist nor an accountant, so she used a democratic and delegative approach. She realized the importance of delegating tasks, that delegating and making people responsible gives people motivation to work. When given responsibilities up to their capabilities, people start to feel that they matter to the company. They also receive stimulus for working well, as workers know that they will not be held accountable for tasks out of their capabilities. This approach would be reflected on the quality of products that the company offers. Motivated employees will try their best for the company and customers. Finally, the teamwork element can also be noticed in the case study. It was mentioned that Owen company has Quality teams, assembled to solve ad hoc and usual problems. Such formations are useful for the company, as they enable workers to pool their resources to tackle the issues in an efficient and effective manner. By doing so, they also improve relationships between each other. They can socialize, hang out and make parties during the time they are in a team.

1.3 There are, in general, three types of change discussed in the module. These include Structure, Technology and People. Structural change means changes in authority relationships, coordinating mechanisms, job redesign and span of control, while technology changes include alterations in work processes, work methods and equipment. In the case study, the company did not witness any changes relevant to structure and technology. The category of change undergone by the company was mainly related to workforce change, which means that Diane Owen used a specific approach focusing on people’s perceptions, expectations and behavior by totally relying on them, and thereby, giving them more independence. As for the forces of change which are divided into external and internal, the company had nothing to do with the former. There was no information available about the figures for marketplace, economic issues or labor market for example. The only fields that the company has undergone were organizational structure and attitudes of staff members which lie within the realm of internal forces.

2.1 Communication can be expressed in many different forms in a company. For example, communication can be by structure, centralized and decentralized. It can also be formal and informal, as well as with high and low richness. High channel richness is the most effective in delivering the information to the users. These can be videoconferences and face-to-face conversations. In organization, communication types should be carefully chosen. If the manager wants to inform a huge number of employees about certain events, electronic emails can be cost-effective and fast. For meetings, the videoconferences can be used. If the company is international and managers live far away from the head office, it would be cheaper to hold a videoconference than to gather all managers in one place by paying for accommodation, air tickets, food and other necessities. That is why, communication type should carefully be considered. Regarding the Specsavers company, I can see the following connection. First of all, it is mentioned that the company has a hierarchical structure, with low span of control and many in-between layers. It means that communication between workers is poor. A simple shop assistant cannot reach the CEO and discuss his/her issues. Instead, he/she can reach his.her supervisor, while the supervisor can go to his manager and so on. During this process, true meaning of information can be lost and it will take much time until the receiver of the information will actually reply to the message. However, there exists a decentralized communication among the employees too. In a small store, for example, Optometrist can attend the store and see how shop assistants are working. In turn, shop assistants can easily address their issues to the director of the shop. In this case, communication is efficient and fast.

2.2

2.3 SWOT analysis is a powerful tool for conducting analysis of internal and external environments of the business. Consisting of four elements, it assists managers in preparation of budgets and plans for the future. By having an overall picture of the company, senior management can set goals to achieve certain indices. For example, reduce the labour turnover to 3%. The acronym SWOT stands for strengths, weaknesses, opportunities and threats. The first two elements analyze the internal setting of the company, whereas the final two are used for the external analysis. Now, let’s see what each element reveals, Strengths show the strong sides of company, such as good reputation, royal customers or high market share. Weaknesses refer to weak sides which need to be ameliorated. Examples include high labour turnover. When new employees leave the company soon, the company incurs labour recruitment costs, such as training costs, employee failures, job advertisement costs and other. Opportunities, on the other hand, mean the possible benefits that can be obtained if certain changes happen. For instance, given the rise in online purchases, businesses may adapt to new changes and trade online to attract new customers or retain the current ones. At the same time, threats are the opposite of the opportunities. These should be avoided as much as possible, so that the company does not suffer severe consequences. Examples include entrance of new competitors and rise in inflation rate. In the case study, Specsavers company seems to have strong sides. The fact that the company holds the third of the market in the UK is quite impressive. That means out of each three sales of glasses in the UK, one belongs to Specsavers. This is their strength. The other strong side is quality. Specsavers’ glasses are of superior quality, consisting of PENTAX lenses. This enable the company to achieve customer satisfaction and high reputation.