

B102 Organisational Behaviour

ESE Preparation Workshop



B102 ESE

Details

- 28 Aug 2017, 1.00pm – 2:30pm

Questions

- 29 questions, comprising multiple-choice questions (MCQs), fill-in-the-blank (FIB) questions and short-answer (SA) questions
- Roughly 60% are SA and 40% are MCQs & FIB questions
- Must answer all questions
- Total marks: 50

Exam Condition

- Allowed to bring in **ONE (1) original** copy of any OB textbook + **ONE (1)** piece of A4 blank paper
- Bounded notes
- Allowed to refer to anything in laptop

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Others

- Ensure that you have **eQuest 3.0.0** installed
- Bring along writing materials, in case of laptop failure
- No thumb-drive or external attachments with the laptop
- No communication devices including handphones, Bluetooth and headphones can be switched on or used

SA Question Requirements - Glossary

Identify / State / List / Name

Provide the information asked for. No reasoning or explanation needed.

Example:

Terry's mother has promised to bring him to Disneyland if he performs well in his B102 exam. Terry thinks that Disneyland is for kids and is not interested in going there with his mother.

(a) **Identify** the reinforcement strategy that Terry's mother is attempting to use.

Answer: Positive reinforcement.

(b) Based on the Expectancy Theory, **state** why Terry might not be motivated to work hard for his B102 exam.

Answer: The reward has low valence.

SA Question Requirements - Glossary

Provide evidence / Quote evidence / Cite evidence from the scenario

Copy-and-paste / Summarise relevant information from the question to support your answer, usually asked as a follow-up to a 'Identify' type of question.

Example (continuing from earlier example):

Identify the type of reinforcement strategy that Terry's mother is attempting to use. Provide evidence from the scenario to support your answer.

Answer: Positive reinforcement. His mother has promised to bring him to Disneyland.

Note: If wrong information is included as part of the answer, you will not get any mark. For example, if you had said: "His mother has promised to bring him to Disneyland and he is not interested to go there with her" = 0 mark.

SA Question Requirements - Glossary

Justify / Explain

Provide reason to justify why a particular solution is correct or best / others are incorrect or not effective.

Example 1:

Terry is low on extroversion. Jack is high on extroversion. Explain why Terry might not be as suitable as Jack to be a door-to-door salesman.

Answer: Terry might not be as suitable as Jack to be a door-to-door salesman **because** a door-to-door salesman must be comfortable in striking up conversations with people within a short-time. He must come across as very energetic and high-spirited to keep people engaged in conversations with him longer. For a person high on extroversion like Jack, this might come more naturally. For Terry, he might prefer to work with ideas than people. Even if Terry can be high-spirited and energetic, it might be more tiring for him to do so than Jack.

Note the answering format: This is so **because**

Answering SA Question

Be direct and concise

- Focus on requirements of the question and get to the point. Once a point has been made, move onto the next point.
- Avoid writing everything that you know on the topic and leaving the markers to figure out the answers → waste of your time and shows the markers that you have not understood the lesson.

Use number of marks as a guide on how much you have to write

- If you are asked to provide 3 reasons and 6 marks are allocated, generally 1 reason = 2 marks.
- 1-mark question can generally be answered within 15 words.
- 2-mark question can generally be answered within 30 words.

Answering SA Question

Be Specific

- Generic answers will not get the full marks.
- Apply the answers to the scenario given.

Common mistakes made in exams

1. Quoting wrong evidence

e.g.

Lily and Angel are the finalists of a prestigious singing competition. A lucrative singing contract is up for grabs.

It has been Lily's childhood dream to cut an album. She sees winning this competition as an opportunity to fulfil her dreams. She is touted as one of the most talented singers on the show and believes that she can handle any difficult song if she practices hard. However, Lily feels that she is not as pretty as Angel. As a result, even if she wins the competition, the judges might award the singing contract to Angel. ...

Based on Vroom's Expectancy Theory, identify if Lily has "high" or "low" expectancy, in terms of Lily's motivation for the singing competition. Cite ONE (1) evidence from the scenario to support your answer.

Answer: High Expectancy

Evidence: "She sees winning this competition as an opportunity to fulfil her dreams."
(0 marks) - because there is no evidence of "Effort" linking to "Performance") OR
"She can handle any difficult song" (1 mark) -only "Performance" is stated.

Common mistakes made in exams

2. Hedging

e.g.

Based on Vroom's Expectancy Theory, identify if Lily has "high" or "low" expectancy, in terms of Lily's motivation for the singing competition. Cite ONE (1) evidence from the scenario to support your answer.

Answer: High Expectancy

Evidence: "Lily sees winning this competition as an opportunity to fulfil her dreams. She is touted as one of the most talented singers on the show and believes that she can handle any difficult song if she practices hard." (1 mark) – because student quoted more than what the question asked for – implies student is unsure of concept, thereby giving more details hoping that somehow, the correct evidence is present. (Hedging with 1 extra sentence)

"Lily sees winning this competition as an opportunity to fulfil her dreams. She is touted as one of the most talented singers on the show and believes that she can handle any difficult song if she practices hard. However, Lily feels that she is not as pretty as Angel." (0 marks) – because you are hedging with 2 extra sentences.

Other Tips

1. Review the number of questions in the paper before you start so that you can allocate your time properly for all questions → roughly about 2 minutes per mark.
2. Read the questions properly before you answer.
3. Do not spend too much time on one question just because you know how to answer that question.
4. If you do not know a question, move to the next one and come back to it later.
5. Attempt all the questions – at least using bullets to state your points if you do not have time → some marks will be given for the points.
6. Review the slides before the exam and NOT during the exam.
7. **Except for Extending Learning B**, anything from problem materials may be tested.

What You Need to Know for ESE

Problem 1 – 6

Problem 7

- Zone of Possible Agreement (including opening point, reservation point and target point)
- Best Alternative to Negotiated Agreement (BATNA)
- 4 principles of negotiation

Problem 8

- Decision-making pitfalls

Problem 9

- Common Sources of Resistance
- Strategies to Weaken Resistance

What You Need to Know for ESE

Problem 10

- Factors that increases team cohesion
- Tuckman's Stages of team development

Problem 11

- 5 Types of powers
- 11 Influence Tactics
- 4 Contingencies of Power

Problem 12

- Path-goal theory

What You Need to Know for ESE

Problem 13

- Elements of Org Structure Design
 - Specialisation, Centralisation, External Environment eg market, customer, competition
 - Business strategy
 - Nature of Work
- 7 Cultural dimensions
- Strategies to change/strengthen culture
- 6 Artefacts of culture

DISCLAIMERS

- It does **not** mean that if a concept is not covered here, it will definitely not be tested in the exams.
- Refer to the 6th Presentations, Worksheet and other lesson materials provided to you when studying for the exams. We are **not** responsible for any consequences due to using this set of notes to study for your exams.