**Section: A (13 marks)**

Refer to the scenario below to answer all the questions in this section.

Samuel, an Accountant in his forties, lost his job recently. He has always been a valued employee, but the company closed down due to economic recession.

Due to financial considerations, Samuel and his family have had to cut back on their expenses and adjust their lifestyle, which created some unhappiness amongst the family members.

Samuel’s family consists of:

- Karen (Wife)

- Regina (Daughter)

- Ian (Son)

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q1:** | Ginny, Samuel’s neighbour, came to know about his retrenchment. She thought to herself: “Samuel must be a poor performer at work. That is why he lost his job.”  The perceptual error committed by Ginny is **most** likely \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | contrast error | |
|  | stereotyping | |
|  | fundamental attribution error | |
|  | primacy effect | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q2:** | Samuel met Ginny on his way to a job interview. Ginny expressed sympathy about Samuel losing his job, and added that it would be tough for Samuel to get the job at his age. Samuel decided not to go for the job interview as he believed he would lose out to other younger candidates.  Samuel’s **low self-efficacy** in getting the new job was **most** likely due to \_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | persuasion from others | |
|  | prior experience | |
|  | assessment of physical / emotional state | |
|  | behaviour models | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q3:** | The family plans to move to a smaller house that does not have a tennis court, and Regina is resisting the change as she could no longer continue with her weekly tennis sessions.  The **most** likely source of resistance displayed by Regina in this instance is \_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | direct costs | |
|  | loss of face | |
|  | incongruent team dynamics | |
|  | fear of the unknown | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q4:** | Regina is upset that she has to commute to school by herself when Samuel sells the family car and can no longer send her to school. As a silent protest, she sulks and answers Samuel in mono-syllabic responses.  Based on the **EVLN model**, which one of the following responses **most** likely reflects Regina’s response? | **Mark (1)** |
|  | Loyalty | |
|  | Exit | |
|  | Neglect | |
|  | Voice | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q5:** | Karen pulled Regina aside and explained to her: “Regina, the family is going through a hard time now, and Daddy is trying his best to provide for the family. Your behaviour is breaking Daddy’s heart. Can you please take the public transport for this period, just for Daddy?”  Which one of the influence techniques did Karen use to get Regina to take the public transport? | **Mark (1)** |
|  | Personal Appeal | |
|  | Ingratiation | |
|  | Legitimating | |
|  | Pressuring | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q6:** | Ian is sad when Samuel informed the family that they will be downgrading to a smaller home in another neighbourhood. Ian is worried that his friends may look down on him should they learn about it and is reluctant to move.  The **most** likely source of resistance displayed by Ian to the news of moving in this instance is \_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | direct costs | |
|  | loss of face | |
|  | fear of the unknown | |
|  | incongruent team dynamics | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q7:** | Unhappy that the moving of house is unavoidable, Ian shut himself in his room and refused to attend his grandfather’s birthday dinner celebration.  Based on the **EVLN model**, Ian’s response is **most** likely to be \_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | loyalty | |
|  | exit | |
|  | neglect | |
|  | voice | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q8:** | Samuel has been feeling a sense of loss since the retrenchment. He could not sleep at night and often feels breathless when he thinks about the finances and the uncertainties of the future.  To help him cope, Karen got Samuel to go for morning walks with her. The fresh air and scenery helps Samuel to reduce the feeling of negativity and he starts to accept his retrenchment.  The strategy used by Karen to overcome Samuel’s resistance to retrenchment in this instance is **most** likely \_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | negotiation | |
|  | communication | |
|  | coercion | |
|  | stress management | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q9:** | Karen realised that her children would turn on the air-conditioner every night, even when the weather is cool. When she requested her children to use the fan instead, Regina violently objected, as the room is much more comfortable with air-conditioning turned on. Ian does not mind the fan, but he also objected when asked so that Regina would not scold him.  What is the **most** likely source of resistance displayed by Ian to the use the fan in this instance? | **Mark (1)** |
|  | Direct Costs | |
|  | Incongruent Team Dynamics | |
|  | Incongruent Organizational Systems | |
|  | Loss of Face | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q10:** | To get Regina to use the fan instead of the air-conditioner, Karen offered to relax Regina’s curfew on weekends from 8pm to 10pm if she reduced her usage of air-conditioning to twice a week.  Regina is reinforced to use the fan through \_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | negative reward | |
|  | extinction | |
|  | postive reward | |
|  | punishment | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q11:** | Karen played some documentaries of family in poverty and of people suffering in war-ridden countries. She told the family: “Look, there are so many people suffering and living in misery. We are fortunate to have a roof over our head and food to eat. Let’s work as a family and overcome this challenge together!”  The influence technique used by Karen is \_\_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | coalition-building | |
|  | pressuring | |
|  | ingratiation | |
|  | inspirational appeal | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q12:** | To help improve the financial situation of the family, Karen sat down with the family and together they came up with some ideas to cut back on daily expenses. For instance, Samuel agreed to give up smoking so he does not need to spend money on cigarettes. Regina suggested collecting and recycling used water.  The influence technique used by Karen to cut back on family’s expenses is **most** likely \_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | inspirational appeal | |
|  | exchange | |
|  | consultation | |
|  | legitimating | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q13:** | Despite a few months of job searching, Samuel has not been able to get a job. He was starting to get discouraged. Regina encouraged him to stay positive by making him a card, stating what a great father he has been, and how much she admired him. Samuel’s faith in himself is restored.  The influence technique used by Regina is \_\_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | exchange | |
|  | pressuring | |
|  | legitimating | |
|  | ingratiation | |

Bottom of Form

**Section: B (6 marks)**

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q14:** | The skincare and beauty industry has seen many changes in the past decade, with a rise in popularity in organic beauty. Consumers are now spoilt for choices as more manufacturers of skincare and beauty products are jumping onto the bandwagon. These companies are enticing consumers by investing heavily in ensuring ethical sourcing of ingredients, organic and sustainable production methods.  Is competition in the organic beauty industry **most** likely munificent or hostile? Explain your answer and cite evidence from the scenario. | **Mark (2)** |
|  |  | |
|  | Word Count: 39 | Max Words: Unlimited |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q15:** | The Beauty Pharmacy (TBP) is a cosmetics and skin care company that specialises in products using only natural ingredients. The company has built a reputation as a business that values philanthropy, and has made volunteerism and community service pillars of its organisational culture.  Since its launch, TBP’s Chief Executive Officer (CEO), Ms Anna Rorin, has pledged to invest 5% of the company’s profit on a social project annually. Every year, TBP will organise a charity gala dinner to solicit donations from the attendees. All proceeds from this dinner will be donated to charity.  There are 4 strategies to strengthen organisational culture:             Actions of founders and leaders             Culturally consistent rewards             Aligning artefacts             Selecting and socializing employees  Identify **TWO (2)** strategies illustrated in the scenario that fosters TBP’s company culture. For **each** strategy, cite **ONE (1)** evidence to support your answer. | **Mark (4)** |
|  |  | |
|  | Word Count: 62 | Max Words: Unlimited |

Bottom of Form

**Section: C (6 marks)**

Refer to the scenario below to answer all the questions in this section.

The Beauty Pharmacy (TBP)’s charity gala night will be held in October this year. More than 100 employees signed up to be performers during the event, and they are divided into different groups to prepare for their performance.

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q16:** | Jason, Rina and Mason who are close friends and colleagues in TBP, signed up to be performers at the gala dinner.  Jason signed up as he wanted to show off to all his colleagues the beat-box skills he mastered recently. Rina wanted to be in the show as she believes strongly in altruism and has always been volunteering during her free time. Mason, on the other hand, participated because Jason and Rina are in the show.  Which one of the following Maslow’s Hierarchy of Needs below is **NOT** evident in the needs addressed by Jason, Rina or Mason? | **Mark (1)** |
|  | Social | |
|  | Security | |
|  | Esteem | |
|  | Self-Actualisation | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q17:** | Four employees from different departments of TBP formed a team to put up an A-cappella performance. Though they do not know each other, they are all excited and eager to be part of a good cause. All good singers, they hit it off immediately and could sing and harmonise seamlessly by the end of the first rehearsal.  Identify the sources of team cohesion that can explain why the A-cappella team is considered a cohesive team.                i.        Homogeneity              ii.        Frequent Interaction             iii.        Smaller Team Size             iv.        Past successes | **Mark (1)** |
|  | II & IV only | |
|  | I & II only | |
|  | I & III only | |
|  | III & IV only | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q18:** | Members of TBP’s soccer team also signed up to perform trick shots. All 20 team members train weekly, and this performance is simply repeating what they have been doing regularly. They were able to execute all their moves perfectly during the first rehearsal.  Identify the sources of team cohesion that can explain why the TBP’s soccer team is considered a cohesive team.          i.        Somewhat difficult entry              ii.       Homogeneity             iii.      Smaller Team Size             iv.       Frequent Interaction | **Mark (1)** |
|  | II & IV only | |
|  | I & II only | |
|  | I & III only | |
|  | III & IV only | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q19:** | Emma and Sebastian partnered to put up a Salsa dance performance. They met up once to discuss on the moves and choreographed a dance sequence. Subsequently, due to conflicting schedules, they have not been able to meet up, though they practiced their parts on their own.  When they finally met to rehearse, they were both self-conscious, and Emma stepped on Sebastian’s toes several times. Though Sebastian was in great pain, he did not speak up.  At which stage of the **Tuckman Stages of Team Development** are Emma and Sebastian most likely to be at this point in time? | **Mark (1)** |
|  | Performing | |
|  | Forming | |
|  | Adjourning | |
|  | Storming | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q20:** | At the third rehearsal, Emma and Sebastian were still not seeing any improvement in their performance. They could not see eye to eye on some moves, but both parties refused to voice it out. The atmosphere during the practice session was charged with tension.  At which stage of the **Tuckman Stages of Team Development** are Emma and Sebastian most likely to be at this point in time? | **Mark (1)** |
|  | Norming | |
|  | Forming | |
|  | Performing | |
|  | Storming | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q21:** | After a few more rounds of fruitless practice, Emma and Sebastian got increasingly frustrated with each other. Emma felt so annoyed that she wrote in to the organising committee to withdraw from the performance. Sebastian readily agreed when the organising committee informed him.  At which stage of the **Tuckman Stages of Team Development** are Emma and Sebastian most likely to be at this point in time? | **Mark (1)** |
|  | Performing | |
|  | Forming | |
|  | Adjourning | |
|  | Norming | |

Bottom of Form

**Section: D (6 marks)**

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q22:** | Fanny was diagnosed with stage 1 breast cancer. She was devastated as she believed that cancer is a terminal disease and western medical treatments such as chemo-therapy would be useless. She, therefore, rejected the doctor’s advice and refused medical treatment.  Fanny was depressed and contemplated resigning from her job as she felt that she would be dying very soon. However, she hesitated because of financial constraints. Leonard, her subordinate, learnt about her illness. He knew that he would be promoted to take over Fanny’s managerial role if Fanny leaves. He started sharing with Fanny about how cancer patients recover when they take themselves out of stressful situations such as working.  Fanny resigned from her job and had to scrimp to get by every day. One day, she overheard someone commenting that cancer could be cured through self-medication. She was excited and saw hope that she could also cure herself by self-medicating. She read up on the topic and started her own treatment. Her doctor and family members cautioned that there were no conclusive evidence for self-medication but Fanny ignored their advice went ahead to self-medicate. Fanny’s condition deteriorated and she passed away a few months later.  Some pitfalls of decision-making are listed below:           Stakeholder Framing           Representativeness Heuristics           Confirmation Bias           Escalation of Commitment           Solution-Focused Problem           Goal Framing  Fanny had committed several bad decisions. From the list above, identify **THREE (3)** decision-making pitfalls that Fanny had committed in the scenario. For **each** pitfall, explain in relation to the scenario why these are bad decisions. | **Mark (6)** |
|  |  | |
|  | Word Count: 225 | Max Words: Unlimited |

Bottom of Form

**Section: E (7 marks)**

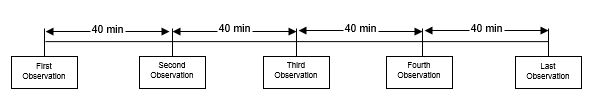
Refer to the scenario below to answer all the questions in this section.

Adeline is a Retail Manager with The Beauty Pharmacy (TBP). She has four Retail Executives reporting to her. The retail hours of the store are from 11am to 8.30pm, and the working hours of the four Retail Executives are from 10.30am to 9pm, with an hour for lunch and dinner respectively.

Carter, one of the Retail Executives, has been reporting late for work by 45 minutes. Adeline decided to have a chat with Carter. Adeline is always on time, and she expects her staff to observe the same rule. Nonetheless, she prided herself on being an understanding boss, and felt that due to unforeseen circumstances, it is acceptable for staff to be 15 minutes late, but nothing more than that.

|  |  |  |
| --- | --- | --- |
| Adeline | : | Carter, I noticed that you have been coming to work late almost every day. Is everything ok? |
| Carter | : | Adeline, I am so sorry for my tardiness. Is it possible for me to come to work at 11.30am instead? |
| Adeline | : | This is a ridiculous request. Your official working hours start at 10.30am, and you actually want to come in an hour late? Do you still want to keep your position? |
| Carter | : | I can explain. My father, who has kidney problems, is trying a new dialysis treatment at home. As his caregiver, I need to make notes of his responses 5 times, at 40 minutes intervals\*.  The doctor’s instruction was to start the treatment at 8.15am daily. Thereafter, I will rush to work immediately, though I would need 30 minutes to commute. Can you please reconsider my request? |
| Adeline | : | Carter, I am afraid not. I think I have been extremely understanding with your situation. You know my 15-minute rule. That’s my ultimate concession. I will give you 2 days to settle this. |
| Carter | : | OK, I will go back to my father’s doctor to discuss for an earlier start-time for his procedure. |

*\*Timeline of dialysis procedure for Carter’s father:*

**

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q23:** | What was Adeline’s target point for Carter to start work? | **Mark (1)** |
|  | 11.00am | |
|  | 10.30am | |
|  | 11.30am | |
|  | 10.45am | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q24:** | What was Carter’s opening point to start work? | **Mark (1)** |
|  | 11.00am | |
|  | 10.30am | |
|  | 11.30am | |
|  | 10.45am | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q25:** | Opening Point, Target Point and Reservation Point are examples of negotiation concepts.  In this instance, what time would Carter need to start his father’s dialysis treatment to meet Adeline’s expectation? Explain your answer using the **MOST** appropriate negotiation concept as mentioned above. Show all your workings clearly.  ***No marks will be awarded for correct answers with no workings.*** | **Mark (3)** |
|  |  | |
|  | Word Count: 114 | Max Words: Unlimited |

Bottom of Form

Top of Form



|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Q26:** | Two days later, Carter went back to Adeline, dejected.   |  |  |  | | --- | --- | --- | | Carter | : | Adeline, I spoke to the doctor. He said the procedure has to start at a specific time as it was part of an experiment, and therefore cannot be changed. |   Adeline knew that Carter is a valued employee, and he also needed the job since he is the sole breadwinner of the household.   |  |  |  | | --- | --- | --- | | Adeline | : | Carter, I feel bad for you. However, you are coming in late and leaving on time. I don’t think it is right to be late. | | Carter | : | If you don’t mind, can I propose to start work an hour late, but I compensate with a shorter lunch and dinner? I will ensure my total working hours remain the same. I am getting a helper in a month’s time so I promise to come to work on time once my helper has settled in. | | Adeline | : | OK, I will allow it this time, as you have been a responsible employee. |   From the conversation above, identify the principle of negotiation used by  (a) Adeline  (b) Carter. | **Mark (2)** |
|  |  | |
|  | Word Count: 11 | Max Words: Unlimited |

Bottom of Form

**Section: F (12 marks)**

Actpedia Inc., a travel company, is planning on a new project to launch an online booking website. Anna, Baxter, Connie and Duke are four employees identified to be involved in the steering committee to kick-start this project.

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q27:** | When asked about their commitment to the project, Anna and Baxter said they were new to their department, and the Manager gave them an order to be involved.  The most likely source of power demonstrated by the Manager in this scenario is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. | **Mark (1)** |
|  | Legitimate | |
|  | Referent | |
|  | Reward | |
|  | Expert | |

Bottom of Form

Top of Form



|  |  |  |
| --- | --- | --- |
| **Q28:** | Connie was being considered for a promotion. Her Manager hinted that her performance in this project would affect the outcome of the promotion exercise.  Identify **ONE (1)** source of positional power the Manager has over Connie. Explain your answer with evidence from the scenario. | **Mark (2)** |
|  |  | |
|  | Word Count: 37 | Max Words: Unlimited |

Bottom of Form

Top of Form



|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Q29:** | After 2 months, the online booking website project is not doing well. The team has reviewed a number of potential systems but could not conclusively propose a suitable system to be used.  To gather more insights about the project, the members were interviewed anonymously.   |  |  |  | | --- | --- | --- | | Anna | : | This is such a tough project! All four of us have zero technical background, and we don’t know where and how to start. Even after assessing 10 systems, we were still stuck when asked to review a new system. | | Baxter | : | It is not that I do not want to do my job. None of us can concentrate on our tasks because the meeting room is hot and stuffy. The chairs creaked with every tiny movement. | | Duke | : | We pretend to be friendly towards each other, but in reality, everyone is trying to outshine each other during the discussions. Everybody tried to talk at the same time, and would dismiss others’ suggestion. We could never reach any conclusion on the action items. |   The Management of Actpedia is upset that there has been no progress in the project, and is considering either Wilson or Zoe to lead the project.  When asked to describe their leadership style, they said the following:   |  |  |  | | --- | --- | --- | | Wilson | : | I am someone who takes pride in supporting my subordinates by giving precise orders and instructions. My employees know where they stand with me because I am no-nonsense in my approach. When they perform according to the standards I set, I reward generously. | | Zoe | : | I think teamwork is one of the most important criteria for a project to succeed, and everyone in the team has a say. No one is ignored. I make it a point to get to know all subordinates, and have a good sense of their strengths and weaknesses. This facilitates the team’s open discussions on our tasks and assignments. |   There are 4 leadership behaviours under the **Path-Goal Theory**, as listed:           Directive           Supportive           Participative           Achievement-oriented  You are Actpedia’s Management, and you have to appoint either Wilson or Zoe to lead this project.  Identify and explain the **THREE (3)** path-goal contingencies evident in the scenario, then explain your choice using each person’s (Wilson or Zoe) **dominant** path-goal leadership behaviour. | **Mark (9)** |
|  |  | |
|  | Word Count: 295 | Max Words: Unlimited |

Bottom of Form