



## FINAL EXAMINATION

Semester	:	<b>JANUARY 2026 SEMESTER</b>
Programme Name	:	<b>DIPLOMA IN BUSINESS STUDIES DIPLOMA IN E-BUSINESS TECHNOLOGY MICRO-AWARD IN DIPLOMA IN BUSINESS STUDIES</b>
Course Code & Name	:	<b>DBBM3023 DEB1323 ORGANISATIONAL BEHAVIOUR DBBM3023 MICROCREDENTIAL IN ORGANISATIONAL BEHAVIOUR</b>
Duration	:	<b>3 HOURS</b>

### INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. The question paper consists of **FOUR (4)** questions.
3. Answer **ALL** questions in the question paper.
4. Answers to the questions are to be written into the examination booklet.
5. Electronic dictionaries, lecture notes, files or any unauthorised materials except writing equipment are strictly prohibited.

This question paper must be submitted along with all used and/or unused rough papers and/ or graph papers (if any). Candidates are **NOT ALLOWED** to take any examination paper(s) used or unused out of the examination hall.

### WARNING:

The Examination Board of Peninsula College Georgetown regards cheating as a very serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in the accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from Peninsula College Georgetown.

*(This booklet contains 3 printed pages including this page)*

**DO NOT OPEN THIS BOOKLET UNTIL YOU ARE ALLOWED TO DO SO**

Answer **ALL** questions on the separate sheet provided.

**[100 marks]**

1. a)

**Case Study: BrightTech Solutions**

BrightTech Solutions is a mid-sized software company known for developing customized applications for small businesses. Recently, the company noticed a decline in customer satisfaction due to delayed project delivery.

The project manager, Mr Edmond, discovered that his team was struggling to decide which projects should be given priority. Senior developers wanted to focus on complex, high-revenue projects, while junior developers preferred smaller projects that could be completed quickly. Due to these conflicting opinions, decisions were often delayed, and deadlines were missed.

Mr Edmond also had limited time, as an important client review was scheduled in two weeks. The decision he made would directly affect team morale, productivity, and customer satisfaction.

Based on the above case study, answer the following:

- a) Identify the type of decision-making situation Mr Edmond is facing and provide the evidence. (5 marks)
- b) Discuss **THREE (3)** decision-making model which is most suitable to apply in BrightTech solution company. (12 marks)
- c) Recommend **TWO (2)** factors which have high potential to influence decision making in BrightTech company. (8 marks)

Total: [25 marks]

2. a)

Abraham Maslow's Hierarchy of Needs Theory explains human motivation by arranging needs into a hierarchy, from basic to higher-level needs. According to Maslow, individuals are motivated to satisfy lower-level needs before moving on to higher-level needs.

Discuss how this theory can be applied by managers to motivate employees in an organization. (16 marks)

- b) Explain the **THREE (3)** core needs outlined in McClelland's Acquired Needs Theory and how they influence individual behavior. (9 marks)

Total: [25 marks]

3. a) With the help of a diagram, describe **FOUR (4)** stages of group development. (10 marks)
- b) Show **FOUR (4)** differences between groups and teams. (10 marks)
- c) Outline **FIVE (5)** key factors that contribute to the successful achievement of group goals. (5 marks)
- Total: [25 marks]

4.

**Case Study: Conflict at Nova Healthcare Services**

Nova Healthcare Services is a growing organization that provides medical support services to hospitals. Recently, conflict arose between the Operations Department and the Finance Department.

The Operations team, led by Mr. Arun, wanted to purchase new medical equipment to improve service quality and reduce workload. However, the Finance team, headed by Ms. Priya, opposed the proposal due to budget constraints and increasing operational costs.

Meetings between the two departments became tense. Team members began blaming each other for delays, communication reduced, and cooperation declined. As a result, decision making slowed down, employee morale dropped, and service efficiency was affected.

Referring to the above workplace situation, answer the following:

- a) State the type of conflict illustrated in this case study. (5 marks)
- b) Identify **FOUR (4)** main causes of conflict in Nova Healthcare Services with strong evidence. (10 marks)
- c) Recommend **TWO (2)** strategies management can use to resolve the conflict. (10 marks)
- Total: [25 marks]

**- END OF QUESTIONS -**