UNIVERSITI UTARA MALAYSIA

PEPERIKSAAN AKHIR
SEMESTER KEDUA SESI 2007/2008

<table>
<thead>
<tr>
<th>KOD/NAMA KURSUS</th>
<th>CCG3113 / KOMUNIKASI ORGANISASI</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARIKH</td>
<td>8 MEI 2008</td>
</tr>
<tr>
<td>MASA</td>
<td>2.30 – 5.00 PETANG (2½ JAM)</td>
</tr>
<tr>
<td>TEMPAT</td>
<td>D/P 1/2</td>
</tr>
</tbody>
</table>

ARAHAN:
1. Kertas soalan ini mengandungi DUA (2) BAHAGIAN iaitu BAHAGIAN SATU dan BAHAGIAN DUA dalam TIGA (3) halaman. Halaman becetak tidak termasuk kuit hadspan.
2. Anda dikenakan menjawab SEMUA soalan.
3. Semua jawapannya hendaklah ditulis di atas kertas jawapan yang disediakan.

<table>
<thead>
<tr>
<th>NO. MATRIK</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(dengan perkataan)</td>
<td>(dengan angka)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NO. KAD PENGENALAN</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| NAMA PENSYARAH        | PN. HASLINA BT. HALIM                |

<table>
<thead>
<tr>
<th>KUMPULAN</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NOMBOR MEJA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

JANGAN BUKA KERTAS SOALAN INI SEHINGGA DIBERI ARAHAN
BAHAUAN SATU
SECTION ONE (70 MARKAH/MARKS)

1. Jelaskan teori 'comparative advantage.' Berikan contoh yang sesuai bagi menentukan teori tersebut.
   
   Explain the theory of comparative advantage. Provide an example to describe the theory.
   
   (5 markah/marks)

2. Terangkan bagaimana kita boleh menukarkan masalah kepada kebaikan.
   Berikan contoh.
   
   Describe how we can turn potential problems into advantages. Provide an example for each of your answers.
   
   (10 markah/marks)

   
   Scholars agree that those who experience powerlessness suffer in a variety of ways. Explain.
   
   (19 markah/marks)

4. Bincangkan strategi-strategi untuk kita mengalasi 'burnout'.
   
   Discuss the strategies to cope with burnout.
   
   (20 markah/marks)

5. Terangkan simptom-simptom 'groupthink'. Bagaimanakah kewujudan fenomena ini boleh memberikan kesan negatif kepada proses pembuatan keputusan.
   
   Describe the symptoms of 'groupthink'. Explain how its presence can cause decision making defects.
   
   (25 markah/marks)
BAHAGIAN DUA/SECTION TWO (30 MARKAH/MARKS)

Jawapan anda hendaklah berdasarkan kepada kajian kes yang dilampirkan di halaman 3.

Please answer your questions based on the case study provided on page 3.

1. Pada pendapat anda, teori-teori organisasi yang manakah banyak mempengaruhi klim organisasi tersebut? Kenapa?
   Which organization theories seem to have most influenced the organizational climate? Why do you think so?
   (5 markah/marks)

2. Peters dan Waterman mengenalpasti 8 tema budaya yang boleh membawa kejayaan kepada sesebuah organisasi. Nyatakan tema-tema budaya yang wujud di 3M.
   Peters and Waterman identified 8 primary cultural theme that makes up excellent business organizations. State the cultural themes that exist at 3M.
   (15 markah/marks)

3. Adakah budaya sebegini sesuai atau efektif dalam organisasi lain? Kenapa atau kenapa tidak? Jika sesuai, dalam organisasi yang mana?
   Would this kind of culture be appropriate or effective in other organizations? Why or why not? If so, what sorts of organizations?
   (10 markah/marks)

2
CASE STUDY

3M

3M was founded not by scientists or inventors but by a doctor, a lawyer, two railroad executives, and a meat market manager. At the turn of the century these five bought a plot of heavily forested land on the shores of Lake Superior. They planned to mine corundum, an abrasive use by sandpaper manufacturers to make the paper scratchy. These entrepreneurs sought new investors, purchased machinery, hired workers and started mining. Only then did they discover that their corundum was not, in fact, corundum at all—but a worthless mineral that the sandpaper industry wanted no part of.

At first the company tried selling its own sandpaper using corundum shipped in from the East, but it got battered by the competition. Thus, the company that is known today for its tolerance of failure was founded on a huge failure. 3M was forced to innovate or die. It was then that one of the founders, Francis G. Okie, developed a waterproof sandpaper that became a staple of the automobile industry because it produced a better exterior finish and created less dust than conventional papers. It was 3M’s first blockbuster.

Today, the innovation process at 3M works like this: Someone comes up with an idea for a new product. He or she forms an action team by recruiting full-time members from technical areas, manufacturing, marketing, sales and may be finance. The team designs the product and figures out how to produce and market it. Then in develops new uses and line extensions. All members of the team are promoted and receive raises as the project goes from hurdle to hurdle. When sales grow to $5 million, for instance, the product’s originator becomes a project manager. At sales of $20 million to $30 million, he or she becomes a department manager and in the $75 million range, a division manager. There is a separate track for scientists who aren’t interested in management.

Another practice for which 3M is famous is ‘bootlegging.’ Anyone at the company is allowed to spend up to 15 percent of the work week on anything he or she wants to, as long as it’s product-related. It was bootlegging that led to the invention of Post-It notes. Arthur Fry’s division was busy with other projects, so he invoked the 15 percent rule to create the adhesive for Post-Its, an idea that grew from Fry’s desire to keep the bookmark from falling out of his readings. Post-Its are now a major 3M consumer business, with revenues estimated at as much as $300 million.

KERTAS SOALAN TAMAT

END OF QUESTION PAPER