PEPERIKSAAN AKHIR SEMESTER KEDUA SESI 2011/2012
FINAL EXAMINATION SECOND SEMESTER 2011/2012 SESSION

KOD / NAMA KURUSUS : BPMN 3103 / SEMINAR PEMIKIRAN PENGURUSAN / COURSE CODE / NAME: SEMINAR IN MANAGEMENT THINKING
TARIKH / HARI : 06 JUNE 2012 (RABU / WEDNESDAY)
DATE / DAY
MASA : 09:00 AM - 11:30 AM (2.5 JAM / HOURS)
TIME
TEMPAT : KYM/ PMI/ DSB K.MAS.
VENUE

ARAHAN :
1. Kertas peperiksaan ini mengandungi LIMA (5) SOALAN dalam DUA (2) halaman bercetak tidak termasuk kulit hadapan.
2. SATU (1) kajian kes Institut SAS disertakan.
3. Anda dikehendaki menjawab SEMUA soalan pada buku jawpan yang disediakan.
5. Calon adalah bertakluk di bawah TATACARA PERATURAN KECURANGAN AKADEMIK, UUM.

INSTRUCTIONS:
1. This examination paper contains FIVE (5) QUESTIONS in TWO (2) printed pages excluding the cover page.
2. A case study on SAS Institute is attached.
3. You have to answer ALL questions in the answer book provided.
4. Candidates are NOT ALLOWED to take both exam question and exam sheet out of the Exam Hall.
5. Candidates are bound by the UUM’s RULES AND PROCEDURES ON ACADEMIC FRAUD.

No. MATRIX:
MATRIC No: ________________________________
(dengan perkataan / in word) (dengan nombor / in number)

No. KAD PENGENALAN: ____________________
IDENTIFICATION CARD No.

PENSYARAH: ______________________________
LECTURER:

KUMPULAN: ______________________________
GROUP: ____________________________________

No. MEJA: ________________________________
TABLE No.

JANGAN BUKA KERTAS PEPERIKSAAN INI SEHINGGA DIBERI ARAHAN
DO NOT OPEN THIS EXAMINATION PAPER UNTIL INSTRUCTED
SOALAN SATU/QUESTION ONE (15 MARKAH / MARKS)

Max Weber telah mengenalpasti TIGA (3) jenis autoriti yang sah. Huraikan ketiga-tiga autoriti tersebut.

*Max Weber has identified THREE (3) different types of legitimate authority. Describe all three authorities.*

(15 markah/marks)

SOALAN DUA/QUESTION TWO (15 MARKAH / MARKS)

Frederick Taylor dan Henry Gantt berkongsi pendapat dalam hal-hal yang berkaitan dengan pengurusan. Bincangkan.

*Frederick Taylor and Henry Gantt share their views in matters relating to the management. Discuss.*

(15 markah/marks)

SOALAN TIGA/QUESTION THREE (10 MARKAH/MARKS)

Bagaimana anda boleh mengaitkan dimensi pengelakan ketidakpastian daripada Hofstede dengan konsep tindakan integratif dan segmentalism yang dicadangkan oleh Rosabeth Moss Kanter.

*How would you associate the dimension of uncertainty avoidance from Hofstede with the concept of integrative action and segmentalism as proposed by Rosabeth Moss Kanter.*

(10 markah/marks)
SOALAN EMPAT/QUESTION FOUR (30 MARKAH/MARKS)

McGregor percaya bahawa di sebalik setiap keputusan atau tindakan pengurusan, terdapat andaian tentang sifat manusia dan gelagat manusia yang utama dalam menentukan setiap gaya operasi seseorang pengurus iaitu Teori X dan Teori Y.

*McGregor believes that behind every managerial decision or action there lay assumptions about human nature and human behavior that were central in determining each individual manager's style of operation which is Theory X and Theory Y.*

a) Berdasarkan pengetahuan anda, cuba kaitkan Teori X dan Y dengan Hierarki Maslow.

*Based on your knowledge, try to related the Theory of X and Y with Maslow's Hierarchy.*

(15 markah/marks)


*Theory Z has been introduced by William Ouchi in 1981, and extended to Theory X and Theory Y which Ouchi find Theory Z is most suitable to organization needs. Discuss.*

(15 markah/marks)

SOALAN LIMA/QUESTION FIVE (30 MARKAH/MARKS)

Berdasarkan kes yang diberi, kaitkan senario kes dengan teori yang diperkenalkan oleh Frederick Herzberg.

*Based on the case given, relate the scenario according to the theory given by Frederick Herzberg.*

(30 markah/marks)

SOALAN TAMAT

'END of QUESTIONS'
Lampiran 1

MOTIVATING EMPLOYEES AT THE SAS INSTITUTE

With more than 11,000 employees, the SAS Institute is the largest privately owned software company in the world with approximately $2.3 billion in revenues. Revenues have increased as SAS every year since it was founded in 1976. SAS’s customers can be found in 110 different countries and, in addition to its headquarters and offices in the United States, SAS has offices in Europe, the Middle East, Africa, Canada, Asia Pacific, and Latin America. Many of the largest companies on the Fortune Global 500 list use SAS software.

Moreover, the SAS Institute continues to win accolades for the way it treats its employees. For 13 years in a row, it was included in Fortune magazine’s “100 Best Companies to Work for in America”; in 2010, SAS was ranked first. SAS also has been cited 13 times as one of the “100 Best Companies for Working Mothers.” SAS is well known for its ability to attract and retain top talent in the software industry. Annual turnover rates in the software industry hover around 22 percent. In 2009, SAS turnover rate was 2 percent and average employee tenure was 10 years. How does SAS institute maintain this win-win situation of sustained growth and satisfied employees, even in economic downturns? Essentially, by the way it goes about motivating its workforce.

The SAS Institute has always strived to ensure its employees enjoy their work and are motivated by the work they perform. Managers believe employees should be interested and involved in the work they are doing and feel they are making meaningful contributions. For example, whereas some software companies seeking to expand into new markets buy companies that have already developed these products, the SAS Institute does new product development internally. Although this approach might take longer, SAS believes it is beneficial because employees find that developing new products is interesting work. SAS encourages employees to be creative and experience the thrill of developing successful new products. Moreover, SAS encourages its employees to change jobs within the company (getting additional training if needed) so they continue to be interested in their work and don’t grow bored with what they are doing. Employees at SAS exert high levels of effort and are persistent in their efforts to develop and provide SAS’s high quality software solutions for businesses.

SAS has a long-term focus and over 20 percent of annual revenues are develop to research and development which helps SAS weather economic downturns. While many technology companies laid off employees in 2009 as a result of the recession that started in 2007, SAS did not. Addressing this issue, SAS cofounder and long-time CEO and chairman James Goodnight said, “I’ve got a two-year pipeline of projects in R&D...Why would I lay anyone off?”

Whereas the work itself is a major source of motivation for SAS employees, managers at SAS are also concerned with fairly and equitably rewarding employees for a job well done. Pay
Bonuses are linked to performance, and the company emphasizes fair treatment in numerous ways. For example, all employees have private offices. Jim Goodnight says that a long-standing and enduring principle of the company is that managers should treat employees the way they want managers to be treated themselves.

The SAS Institute also cares about its employees and their families' well-being both on and off the job. So employees receive many other benefits in addition to interesting work and reasonable financial rewards. The corporation's headquarters is located on 200 idyllic acres in Cary, North Carolina. Employees and their families can walk or jog around the campus's scenic nine-hole golf course or have a picnic on its grounds. Headquarters boast a very attractive work environment, with offices overlooking rolling hills and artwork adorning the walls. Employees have access to the latest technology, two low-cost on-site child care facilities, a summer camp, three subsidized cafeterias with high chairs so employees can eat lunch with their children, a 66,000-square-foot fitness and recreation center with an Olympic-size pool, on-site medical care, putting green, and access to all kinds of services ranging from a book exchange and car detailing to dry cleaning and massages. Google, one of SAS's customers, is well known for its generous benefits and in fact actually used SAS's offerings as a prototype for its benefits package.

Managers trust employees to do what is right for the company. There are unlimited sick days, and many employees can determine their own work schedules. Managers recognize that employees are SAS's most valuable asset and that to ensure sustained motivation over time, they need to have a good work-life balance. Thus, employees have 35-hour work weeks. And these work weeks are productive because employees are provided with so many benefits and services that they do not have to interrupt their work days to, for example, run errands or drive to the doctor and waste time in waiting rooms. The on-campus health-care center, with a staff of 46, provides free basic care clinic service for employees and their families. Of course, as a high-tech company, employees on global teams with tight new product development sometimes have to work long hours and employees sometimes check email at home. However, employees are not expected or required to work the long hours common at many other high-technology companies.

Goodnight has been committed to motivating employees to develop creative and high-quality products that are responsive to customers' current and future needs since SAS's founding days; hundreds of companies use SAS's products for any number of purposes including risk management, monitoring and measuring performance, managing relationships with customers and suppliers, and detecting fraud. SAS also provides educational software for schools and teachers through SAS is Schools. At the SAS Institute, motivating employees is a win-win situation. Bev Brown, who works in external communications at SAS, sums it up this way: "Some may think that because SAS is a family-friendly and has great benefits that we don't work hard...But people do work hard here, because they're motivated to take care of the company that takes care of them."