1 You can find a short tutorial on the APA formatting and style guidelines here: [https://is.gd/mgEOnC .](https://is.gd/mgEOnC) Additional details (pertaining to tables and figures) can be found here: [https://is.gd/O4vDdT .](https://is.gd/O4vDdT)

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on the extent to which your answers:

form a sound reasoning by developing those key points in a clear, logical and succinct manner;

provide proper and adequate in-text citations and referencing to content drawn from course materials and other credible sources;

strictly follow APA formatting and style guidelines1, in particular for:

 in-text citations and end-of-report references;

 the identification of figures and tables;

use, wherever relevant, the specialised vocabulary and terminology commonly used in discussions about the topic(s) covered by each question;

provide a reference or bibliography at the end of the main report;

include the less relevant details in an Appendix;

use sentence constructions that are grammatically and syntactically correct;

are free from spelling mistakes; present the workings, numerical formulations and results in a logical manner that follows the APA formatting and style guidelines;

design and present graphs, diagrams and plots that follow the APA formatting and style guidelines;

are highly original;

have proper formatting, which may:

 include a properly formatted cover page;

 respect the answer length/word count set out in the assignment guidelines, if any is prescribed;

 present answers in paragraphs with proper spacing and page margins;

 include page numbers and appendices, if necessary.

*Wherever applicable*, the marks awarded to ***how your answers are presented*** depend

**20% of the marks are allocated to the presentation of your answers:**

**2.**

 The marks awarded to ***what your answers cover*** depend on the extent to which they

cover the key points that correctly and comprehensively address each question.

 The key points should be supported by evidence drawn from course materials and, wherever relevant, from other credible sources.

**80% of the marks are allocated to the content of your answers:**

**1.**

Marks awarded to your assignment are based on the following guidelines:

**Important Note: Grading of TMA/GBA/ECA Submissions**

Ben was another team leader. Like Albert, he was facing various issues in his own team of 15

salespeople. Although he tried to organize team meetings every week to share updates and sales tips, most of his salespeople were unwilling to share information. They did not really know each other as they had worked independently before the teams were formed. Some of them did not enjoy working in teams and stopped attending team meetings altogether because they did not see the benefit of such meetings nor how they could help their sales performance. For salespeople, team meeting attendance was a burden as it meant that they

Albert was one of the team leaders. To improve the sales in his team, he decided that all

salespeople should share their customer contacts with the rest of the team. This way, if a salesperson was not available when the customer wanted to purchase products, another salesperson could easily take over and serve the customer, a policy that created tension within the team as some salespeople were being accused of “stealing customers”. There were also salespeople who were not motivated to look for new customers as they simply relied on the customer contacts from the other salespeople in their team. The high-performing salespeople were also unwilling to share their customer contacts as they felt that it would not improve their individual performance evaluation. They also felt that they had worked hard over the years to establish regular customers and feared that their performance would be adversely affected if their customers were “stolen” by other salespeople. They were also unwilling to look for new customers as this meant sharing the contacts with the other salespeople in the team. There were also rumours that some salespeople were bad-mouthing other salespeople in front of the customers.

The manager at UH decided that the way to boost morale and sales was to have the

salespeople work in teams instead of individually, an idea that he decided to implement after reading some management articles on the benefits of team work.

To make it easier for him to manage the teams, he decided it would be best not to have too many teams. Hence, the salespeople were divided into a few teams of 15 people. He appointed a team leader for each team. With the new team arrangement, performance evaluation and reward for each salesperson remained the same. Salesmen were rewarded with individual bonuses based on individual sales targets. In addition, each month, the team leader was also rewarded with an individual bonus if his team achieved the highest level of sales.

**Teams at UH**

In the initial years, salespeople worked independently and looked for their own contacts.

Business was good as the products were reasonably priced and the salespeople provided good service. However, in the recent years, demand for UH products decreased due to increased competition offering a growing number of similar health products sold in the same market. Even UH’s regular customers were beginning to switch to competing products. The morale of the UH salespeople was low as they regularly failed to meet their monthly sales targets.

Unusual Health (UH) is a company that imports health products from different regions of the

world and sells these products to the local market. UH employs salespeople who sell the products at various locations and using different channels, through direct contact with customers.

**Background**

***Case Study – Unusual Health Products***

We have learned three contemporary theories of motivation. Explain one of the

theories which is relevant to this case and describe how it is illustrated in this case.

(10 marks)

(a)

**Question 2 (Word Limit: 1000)**

Explain the ***four (4)*** major work-related attitudes that are relevant to organisational

behaviour. Which work-related attitude is affected in this case? Explain your answer. (15 marks)

(c)

One of the ways to apply OB concepts in this case is to examine the job attitude of

employees. List and explain the ***three (3)*** components of attitude, using examples from this case.

(12 marks)

(b)

What is the purpose of studying OB? Describe an example where knowledge of OB

can be applied in your workplace.

(5 marks)

(a)

**Question 1 (Word Limit: 1000)**

After a few months of setting up the sales teams, the manager was dismayed to see that sales

had further declined instead of improving. Some of his best salespeople had also tendered their resignation, especially those from Albert’s team. The manager did not understand what was wrong as he thought that teams should help improve performance. He did not know what to do. Should he do away with the teams? If not, how should he improve team performance so that overall sales performance improves?

**Dilemma**

Caleb was another team leader. He was zealous about his new role. He decided that he should

manage his salespeople closely and in a systematic manner so that they could maximize their sales. He developed a roster for the salespeople and also assigned them to various geographical regions. Each salesperson must follow the schedule and cover the region that Caleb had assigned. In addition, all the salespeople must submit timesheets every week to indicate the hours worked and the progress made in their assigned regions. Some of the salespeople were unhappy with the new arrangement, as they were assigned to regions that were far from their homes and their regular customers. Other sales people were also unhappy as they could not choose their working hours. They did not see the rationale of working fixed hours as they were doing direct sales. They started grumbling about Caleb. Some of them decided to ignore Caleb’s arrangement and went back to their usual way of meeting customers at their preferred schedule.

had to be in the office for that day of the week. A few salespeople started taking medical

leave on the meeting days as they found team meetings to be boring and did not like to attend the meetings.

**---- END OF ASSIGNMENT ----**

Identify and describe ***four (4)*** issues in the teams that affected performance. For each

issue, suggest solutions that are likely to make the teams more effective.

(32 marks)

(b)

State ***four (4)*** benefits of work teams compared to groups. Do you think the teams in

UH demonstrate these benefits? Explain.

(8 marks)

(a)

**Question 3 (Word Limit: 1200)**

Describe the Job Characteristics Model. Determine which job dimension was changed

with the team arrangement and explain how that dimension was affected.

(18 marks)

(b)