FINALTERM EXAMINATION MGT502- Organizational Behaviour
(Session - 4)

Time: 120 min

Marks: 92

Question No: 1   (Marks: 1)   - Please choose one

Which one of the following is not considered as a part of organizational output?

► Finished goods

► Services

► Dividends

► Capital

Question No: 2   (Marks: 1)   - Please choose one

The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

► Terminal Values

► Power Distance

► Fairness

► Uncertainty Avoidance

Question No: 3   (Marks: 1)   - Please choose one

Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

► Felt Emotions

► <mark>Displayed Emotions</mark>

► Moods

► Emotional Intelligence

Question No: 4   (Marks: 1)   - Please choose one

When an employee expresses organizationally desired emotions during interpersonal transaction, it is called:

► Alexithymia

► Felt Emotions

► <mark>Emotional Labor</mark>

► Displayed Emotions

Question No: 5   (Marks: 1)   - Please choose one

Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

► It shows consensus

► It shows similarity

► It shows reliability

► It shows consistency

Question No: 6   (Marks: 1)   - Please choose one

Amna is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be

manipulating her. What perceptual shortcut is Amna most likely using?

► Prototyping

► Contrast effect

► Halo effect

► Projection

Question No: 7   (Marks: 1)   - Please choose one

What is generally considered to be the single best thing that managers can do to improve performance?

► Allocate tasks depending on personality

► Restrict the use of punishment as a means of motivating workers

► Give abundant opportunities for employee growth

► Concentrate on intrinsic rewards rather than extrinsic rewards

Question No: 8   (Marks: 1)   - Please choose one

In equity theory, individuals assess the _____.

► Cost-benefit ratio

► Efficiency-effectiveness trade-off

► Quantity-quality trade-off

► Outcome-input ratio

Question No: 9   (Marks: 1)   - Please choose one

Who sets MBO objectives?

► The immediate supervisor

► The superior and subordinate

► The head of department

► The employees themselves

Question No: 10   (Marks: 1)   - Please choose one

Fahad, Zain and Usama work in different departments, but often take lunch together. They are an example of what type of group?

Formal ►

Informal ►

Command ►

Task ►

Question No: 11   (Marks: 1)   - Please choose one

When the group energy is focused on the task at hand, the group has moved to the _____ stage.

Storming ►

Norming ►

Maturation ►

Performing ►

Question No: 12   (Marks: 1)   - Please choose one

Demand on leader is _____ in a team comprising of 2-7 members.

►   High

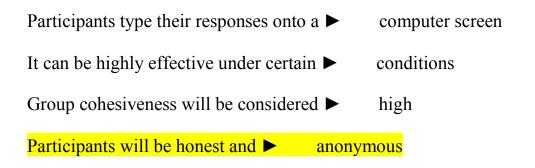Highest ►

► Low

► Moderate

Question No: 13   (Marks: 1)   - Please choose one

 Which of the following best demonstrates the effectiveness of self-managed teams?

An increase in the number of teams required to ►   manufacture a product

A reduction in the number of employees ►   qualified to participate in the teams

A significant reduction in response time for ►   resolving customer concerns

An increase in the technology budget for ►   connecting team members

Question No: 14   (Marks: 1)   - Please choose one

 Which of the following is **NOT** true about electronic meeting?

Participants type their responses onto a ►   computer screen

It can be highly effective under certain ►   conditions

Group cohesiveness will be considered ►   high

Participants will be honest and ►   anonymous

Question No: 15   (Marks: 1)   - Please choose one

There is fairly strong evidence that traits can predict _____ more accurately than leadership effectiveness.

Extr ►   aversion in leaders

Leadership awareness ►

Leadership competence ►

Question No: 16   (Marks: 1)   - Please choose one

The University of Michigan researchers concluded that:

► Employee-oriented leaders had lower productivity

► Employee-oriented leaders had higher productivity

► Production-oriented leaders created lower employee satisfaction

► Production-oriented leaders created higher employee satisfaction

Question No: 17   (Marks: 1)   - Please choose one

Which of House's leaders from path-goal theory are friendly and show concern for the needs of followers?

► Directive

► Supportive

► Participative

► Achievement-oriented

Question No: 18   (Marks: 1)   - Please choose one

The charismatic leaders are likely to:

► Invoke high performance among followers

► Encourage women to seek leadership positions

► Motivate followers to become more extroverted

► Avoid media attention regarding their achievements

Question No: 19   (Marks: 1)   - Please choose one

Sumeera has been working in a packaging company for last ten years. She is the most senior employee of her department that's why her manager frequently relies on her judgment. Whenever manger goes out of city for work, he put Sumeera in charge because he knows she will handle work efficiently in his absence. What type of trust relationship is this?

► Reward-based trust

► Knowledge-based trust

► Identification-based trust

► Deterrence-based trust

Question No: 20   (Marks: 1)   - Please choose one

Legitimate power is based on which of the following element?

► Positive rewards

► Interpersonal trust

► Structural position

► Expert knowledge

Question No: 21   (Marks: 1)   - Please choose one

Your physician has advised you to take a series of medications. You comply because of her which of the following power?

► Formal

► **Expert**

► Referent

► Information

Question No: 22   (Marks: 1)   - Please choose one

Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?

► Intergroup Conflict

► Interpersonal Conflict

► **Interrole Conflict**

► Intrarole Conflict

Question No: 23   (Marks: 1)   - Please choose one

All of the following are types of conflict EXCEPT:

► Task Conflict

► **Person-role Conflict**

► Relationship Conflict

► Process Conflict

Question No: 24   (Marks: 1)   - Please choose one
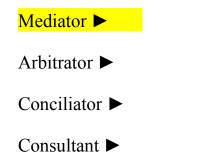
The interactionist view of conflict proposes that functional conflict is:

► Necessary for effective group performance

► An indication of the group maturity level

► Always focused around relationships

► Make group members static and apathetic

Question No: 25   (Marks: 1)   - Please choose one

UNO wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is a(n):
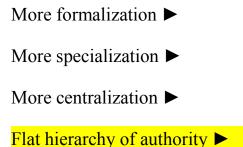
Mediator ►

Arbitrator ►

Conciliator ►

Consultant ►

Question No: 26   (Marks: 1)   - Please choose one

 In comparing the organizational design needs of the small organization and the large organization, which of the following is a consideration for the small organization?

More formalization ►

More specialization ►

More centralization ►

Flat hierarchy of authority ►

Question No: 27   (Marks: 1)   - Please choose one

 Which one of the following is consistent with a simple structure?

High centralization ►
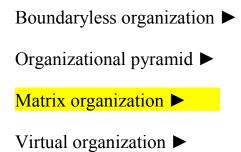
    High ► employee discretion

Standardization ►

Bureaucracy ►

Question No: 28   (Marks: 1)   - Please choose one

 You have eliminated horizontal, vertical, and external barriers within your organization. You are operating as a/an:
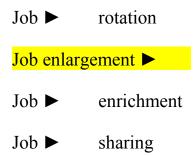
Boundaryless organization ►

Organizational pyramid ►

Matrix organization ►

Virtual organization ►

Question No: 29   (Marks: 1)   - Please choose one

 A trucking company routinely makes all of its office staff work for a week in the warehouse area; loading trucks, cleaning trucks, and doing other work which they are capable of. This program is an example of which of the following?

Job ►   rotation

Job enlargement ►

Job ►   enrichment

Job ►   sharing

Question No: 30   (Marks: 1)   - Please choose one

Essential elements of TQM include all **EXCEPT:**

Analysis of customer quality ►   needs

Benchmarking ►

Rewarding ►

Standards ►

Question No: 31   (Marks: 1)   - Please choose one

The purpose of ---------------- is for an outside consultant to assist a manager, "to perceive, understand, and act upon process events".

Process Consultation ►

Team ►   Building

Appreciative ►   Inquiry

Sensitivity ►   Training

Question No: 32   (Marks: 1)   - Please choose one

Once the causes of difficulty have been identified, the groups can move to the _____ to develop solutions that will improve relations between the groups.

Process ►   Consultation

Appreciative ►   Inquiry
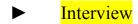
Integration phase ►

Team ►   Building

Question No: 33   (Marks: 1)   - Please choose one

Which type of selection technique is given the most weight?

Written test ►

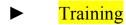Performance-simulation test ►

Electronic test ►

►   Interview

Question No: 34   (Marks: 1)   - Please choose one

The centerpiece of most diversity programs is:

Money ►

Employer commitment ►

►   Training

Human resource personnel ►

Question No: 35   (Marks: 1)   - Please choose one

A strong culture can act as a substitute for which of the following?

Institutionalization ►

► Formalization

Socialization ►

Organizational rules ►

Question No: 36   (Marks: 1)   - Please choose one

Consistency of behavior is an asset to an organization when it faces which of the following?

Massive changes ►

A ►   dynamic environment

An ►   unknown environment

A stable environment ►

Question No: 37   (Marks: 1)   - Please choose one

Which of the following is an example of change in the nature of competition?

==Growth of e-commerce ►==

Decline in global oil prices ►

Increased interest in urban ►   living

A ►   decrease in interest rates

Question No: 38   (Marks: 1)   - Please choose one

 Which of the following is **NOT** a source of individual resistance to change?

Habit ►

Security ►

==Inertia ►==

Economic factors ►

Question No: 39   (Marks: 1)   - Please choose one

 What term is used for feelings that tend to be less intensive than emotions?

Affect ►

Cognition ►

Thoughts ►

Mood ►

Question No: 40   (Marks: 1)   - Please choose one

Which one of the following is **NOT** a characteristic of group in organization?

Common goal ►

Interaction with one ►   another

Accept expectations and obligations ►

Mutually independent ►

Question No: 41   (Marks: 1)   - Please choose one

Which of the following refers to the network of personal and social relations that is developed spontaneously between people associated with each other?

Formal organization ►

Informal organization ►

Business organization ►

Government organization ►

Question No: 42   (Marks: 1)   - Please choose one

 All of the following are the primary bases of personal power **EXCEPT:**

Referent power ►

Position power ►

Expert power ►

Coercive power ►

Question No: 43   (Marks: 1)   - Please choose one

 Trying to make someone else accept blame for a problem is an example of which of the following conflict handling intention?

Competing ►

Compromising ►

Avoiding ►

Accommodating ►

Question No: 44   (Marks: 1)   - Please choose one

 At Sawera Manufacturing, Inc., the sales representatives often argue with the production employees because promised orders are often behind the schedule.

The production employees claim that the sales representatives frequently fail to submit orders until they are already past due. The sales representatives and the production employees are experiencing which of the following conflict?

Competition for scarce ►   resources

Intergroup conflict ►

Interpersonal conflict ►

Representative conflict ►

Question No: 45   (Marks: 1)   - Please choose one

When two party's goals are incompatible, but their interactions are important to meeting their goals, which reaction to conflict is likely to occur?

Competition ►

Collaboration ►

Compromise ►

Accommodation ►

Question No: 46   (Marks: 1)   - Please choose one

Which of the following is NOT a personal cause of conflict in organizations?

Personalities ►

Perception ►

Authority relationships ►

Communication ►

Question No: 47   (Marks: 1)   - Please choose one

To achieve a compromise approach, one needs to_____.

Avoid ►   overt disagreement

Value ►   openness and trust

Dominate the other conflicting ►   party

Give up something of value ►

Question No: 48   (Marks: 1)   - Please choose one

Division of labor is often referred to as which of the following?

Departmentalization ►

The organizational chart ►

Specialization ►

T ►   he administrative hierarchy

Question No: 49   (Marks: 1)   - Please choose one

When there is a narrow span of control, to improve the span of control there is likely to be:

An increase in the number of ►   workers

Less ►   control over production workers

More ►   administrative levels

Less ►   bureaucracy

Question No: 50   (Marks: 1)   - Please choose one

Jobs grouped according to traditional business tasks such as marketing, manufacturing, and personnel are departmentalized by:

Process ►

Service ►

Function ►

Structure ►

Question No: 51   (Marks: 1)   - Please choose one

The process of constructing and adjusting an organization's structure to achieve its goals is:
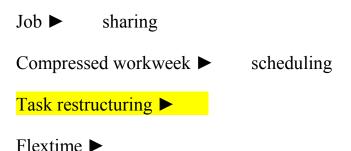
Strategic management ►

Strategy-structure fit ►

<mark>Organizational design ►</mark>

Organizational ►   reconfiguration

Question No: 52   (Marks: 1)   - Please choose one

An alternative work arrangement in which employees must be present to perform job duties during a required core time but starting and ending work times can vary is called which of the following?

Job ►   sharing

Compressed workweek ►   scheduling

<mark>Task restructuring ►</mark>

Flextime ►

Question No: 53   (Marks: 1)   - Please choose one

The tools, techniques, and actions used by an organization to transform inputs into outputs are called:

An ►   organization's technology
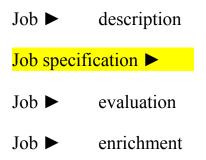
The ►   throughput

<mark>The transformation process ►</mark>
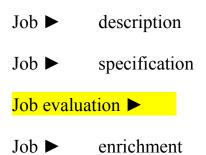
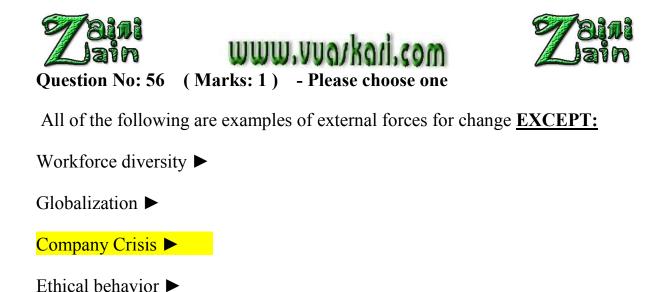**Question No: 54   (Marks: 1)   - Please choose one**

 Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

Job ►   description

Job specification ►

Job ►   evaluation

Job ►   enrichment

Question No: 55   (Marks: 1)   - Please choose one

 Which of the following specifies the relative value of each job in the organization?

Job ►   description

Job ►   specification

Job evaluation ►

Job ►   enrichment

Question No: 56   (Marks: 1)   - Please choose one

All of the following are examples of external forces for change **EXCEPT:**

Workforce diversity ►

Globalization ►

<mark>Company Crisis ►</mark>

Ethical behavior ►

Question No: 57   (Marks: 1)   - Please choose one

All of the following are examples of external forces for change **EXCEPT:**

<mark>Changing work climate ►</mark>

Workforce diversity ►

Globalization ►

Ethical behavior ►

Question No: 58   (Marks: 1)   - Please choose one

Which of the following is the individual source of resistance to change?

Structural inertia ►

Threat to expertise ►

Fear ►   of unknown

<mark>Threatened power ►</mark>

Question No: 59   (Marks: 1)   - Please choose one

Which of the following is the individual source of resistance to change?

vuZs

Structural inertia ►

Threat to expertise ►

New ►   social relationships

<mark>Threatened power ►</mark>

Question No: 60   (Marks: 1)   - Please choose one

Which of the following is the process of planned change and improvement of the organization through application of knowledge of the behavioral science?

Organizational culture ►

Organizational theory ►

Organizational Change ►

<mark>Organizational Development ►</mark>

Question No: 61   (Marks: 1)   - Please choose one

 Which of the following can be termed as organizational development program?

Switching from manual to computerized ►   system

Technological change ►

<mark>Total Quality Management ►</mark>

Designing changes for other ►   organization

Question No: 62   (Marks: 1)   - Please choose one

 Which of the following is the process in which data is gathered, analyzed, summarized and returned to those who generated them?

Process Consultation ►

<mark>Survey feedback ►</mark>

Inter-group development ►

Question No: 63   (Marks: 1)   - Please choose one

Which of the following performance component is about addressing poor performance and improving good performance?

Planning ►

Monitoring ►

Rewarding ►

Developing ►

Question No: 64   (Marks: 1)   - Please choose one

Usman is a production in charge in an organization. His performance can be judged on the criteria of cost of per unit of production or total units produced. Identify the criteria on which his performance has been evaluated.

Attitude ►

Traits ►

Individual task outcomes ►

Behavior ►

Question No: 65   (Marks: 3)

What can organizations do to help employees develop their careers?

Organizations will need to develop a strategy for attracting and keeping the desired workers.

Organization need to develop employee career development program.

Some of them are following

Mentoring & Coaching:

senior member of organization takes an active role in guiding other employees or management is called mentoring.

Tuition assistance programs

Provide additional information to employee so they have better choice of the career.

Job rotation:

Change the employee to one kind of job to other kind of job so they get knowledge of wide variety of jobs.

.

Question No: 66   (Marks: 5)

Discuss why reward power is the easiest base of power to use.

The opposite of coercive power is reward power.

People get motivation when they get positive benefits; therefore, one who can distribute rewards they view them as valuable.

If we can give someone something of positive value or remove something of negative

value, we have reward power over that person.

These rewards could of different types depending upon the how the person value these rewards

• Coercive power and reward power opposite of each other.

If we can remove something of positive value from someone or give something of negative value upon him then we have coercive power over that person.

Being an agent of change we like to proceed

Question No: 67   (Marks: 10)

What factors provoke the organizational change; as being the initiator of such change how will you proceed?

Organizational change is the process to take an organization away from its present state and toward some future state to increase its effectiveness. Due to changing nature of our environment its necessary to keeping changing organizational strategies to adjust with environment.

Force like economic, Policies , diversity , competitive forces keep changing with the passage of time and an organization is continuously interacting with these forces.

So its become necessity for the organization to change to handle those external changes.

Managers are the primary change agents in most organizations.

There are two type of forces of change

Internal and external

External foces : economics, Technology, social and Political forces

Internal : company crises, effectiveness of decision making,

During the change we face the different type of internal resistance.

Will try to over com the resistance by

Education and communication: we can reduc resistance by provide more information about the change and giving positive view of that change

Manipulation and cooptation:

Twisting and distorting facts to make them appear more attractive, and hide undesirable information, and creating false rumors to get employees to accept a change

Support and Training Employee counseling is very powerful tool to get support, New-skills training, or a short paid leave also can facilitate adjustment. Only draw back of it is, time-consuming, expensive, implementation offers no guarantee of success.

Negotiation Negotiation as a tactic may be necessary when resistance is from powerful source.

Coercion we can use threats of transfer, loss of promotions, negative performance

Evaluations, and a poor letter of recommendation

Question No: 68   (Marks: 10)

Which bases of power are more effective, also explain how these bases can be used productively.?

Power :

Power refers to a capacity that A has to influence the behavior of B, so that B acts in

accordance with A's wishes

Referent Power:

Referent power is based on identification with a person who has desirable resources or personal qualities.

If I like, respect and admire you, you can exercise power on me because I want to please you. It helps explain, for instance why celebrities are paid so high to introduce products in commercial Marketing. These celebrities has referent power.

Expert power

Expert power is influence as a result of expertise or special skill or knowledge.

As jobs become more specialized we become increasingly dependent on experts to achieve goals. Like doctors have expert power what prescription or advice they give they exercise their expert power.

Most of us follow their advice that our they gives us.

you should also recognize that computer specialists are able to wield power as a result of their expertise. Expertise has become one of the most powerful sources of influence as the world has become more technologically oriented.

Legitimate Power: in organization most frequent access to one or more of the power bases is structural position. This is called legitimate power. It represents the formal authority to control and use organizational resources.

It include reward and coercive power. Legitimate power, is border than the power to coerce and reward. Specifically, it includes acceptance by members in an organization of the authority of a position. School principals, CEO of company are some of example of legitimate power.

Charismatic Power:

• Is an extension of referent power. An individual's personality and interpersonal style make others to follow because they can articulate attractive visions.

Holder of this kind of power , take personal risks, demonstrate follower sensitivity.

Coercive Power:

Base of coercive power is dependent on fear or threat of application of physical pain or generate the fear.

In the organizationa, A has coercive power over B if A can dismiss, suspend, or demote

B

Reward Power:

The opposite of coercive power is reward power. People comply because doing so produces positive benefits; therefore, one who can distribute rewards that others view as valuable. These rewards can be anything depending upon the person how much that reward is valuable for him.

I think Reward power is more powerful because you can give reward to person depending up on that how much they value that reward. Like in organization if you wanted to get something done and your subordinate know that their work will be given a proper reward then he/she put his best to give output by keep his reward in mind

FINALTERM EXAMINATION MGT502- Organizational Behaviour
(Session - 2)

Time: 120 min

Marks: 92

Question No: 1   (Marks: 1)   - Please choose one

Which one of the following is defined as a social entity composed of two or more people which functions on a relatively continuous basis to achieve a common goal or set of goals.

► Community

► **Organization**

► Partnership

► Treaty

Question No: 2   (Marks: 1)   - Please choose one

Which of the following are identified as new managerial functions?

► Planning and organizing

► Leading and controlling

► Directing and monitoring

► **TQM and continuous improvement**

Question No: 3   (Marks: 1)   - Please choose one

Which of the following is defined as intellectual and mechanical processes used by an organization to transform inputs into products or services?

► Mechanism

► **Technology**

► Operational system

► Information system

Question No: 4   (Marks: 1)   - Please choose one

Faizan, a supervisor, has to choose between two different suggestions offered by employees about work schedule. Which one of the following will be most suitable for Faizan?

► **Inductive reasoning**

► Spatial visualization

► Deductive reasoning

► Perception

Question No: 5   (Marks: 1)   - Please choose one

According to the Big Five model; people having personality dimension of openness to experience are:

► Caring and dependable

► **Flexible and risk taker**

► Outgoing and talkative

► Tolerant and self-hearted

ref handouts page 35 Sensitive, flexible

Question No: 6   (Marks: 1)   - Please choose one

The ability of a person to manipiulate his/her emotions according to a given situation is called_____.

► **Emotional Intelligence**

► **Emotional Constraints**

► Affective Emotions

► Cognitive dissonance

Ref: Emotional Intelligence (EI) describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups.

Question No: 7   (Marks: 1)   - Please choose one

According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

► **Bounded Rational**

► Three Component Model

► Contingency

► Rational

Reference: Bounded Rationality; People satisfice—they seek solutions that are satisfactory and sufficient
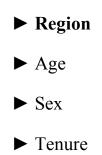
Question No: 8   (Marks: 1)   - Please choose one

When individuals compare their outcomes and inputs against those of others, the framework is _____.

► **Equity theory**

► Expectancy theory

► Reinforcement theory

► Two Factor theory

Question No: 9   (Marks: 1)   - Please choose one

Which of the following is NOT a biographical characteristic?

► **Region**

► Age

► Sex

► Tenure

Question No: 10   (Marks: 1)   - Please choose one

What does MBO provide for the individual employee?

► **Specific performance objectives**

► Precise job descriptions
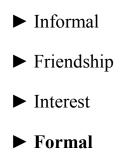
► Clear direction and purpose

► Higher salaries

Question No: 11   (Marks: 1)   - Please choose one

Which of the following groups is defined by the organization's structure?

► Informal

► Friendship

► Interest

► **Formal**

Question No: 12   (Marks: 1)   - Please choose one

A team in which a significant amount of communication and interaction occurs electronically rather than face to face is referred to as:

► A research and development team

► A self-managed work team

► A problem solving team

► **A virtual team**

Question No: 13   (Marks: 1)   - Please choose one

Which of the following are the two dimensions of leader behavior explained in the Ohio State studies?

► **Initiating structure and consideration**

► Employee-oriented and production-oriented

► Concern for people and concern for production

► Operant conditioning and classical conditioning

The most comprehensive and replicated of the behavioral theories resulted from research that

began at Ohio State University in the late 1940s. These researchers sought to identify

independent dimensions of leader behavior. • They narrowed over a thousand dimensions into two dimensions—initiating structure and consideration.

Question No: 14   (Marks: 1)   - Please choose one

Which step determines whether understanding has been achieved during the communication process?

► Decoding

► **Feedback**

► Channel

► Encoding

Question No: 15   (Marks: 1)   - Please choose one

Which of the following is **NOT** an example of upward communication?

► Informing employees of policies

► Suggestion boxes

► Grievance procedures

► A letter to your boss

Question No: 16   (Marks: 1)   - Please choose one

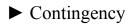Bilal tells his boss only what he believes the boss wants to hear. Bilal is engaging in:

► Filtering

► Defensiveness

► Selective perception

► Selective selection

Filtering refers to a sender's purposely manipulating information so it will be seen more favorably by the receiver. For example, when a manager tells his boss what he feels his boss wants to hear, he is filtering information

Question No: 17   (Marks: 1)   - Please choose one

Which of the following leadership model integrates the expectancy theory of motivation with the Ohio state Leadership research?

► Contingency

► Path-goal

► Leader-participation

► Cognitive arousal

Question No: 18   (Marks: 1)   - Please choose one

The transactional and transformational leadership should be viewed as:

► Opposing approaches to accomplishing goals

► Subcomponents of situational leadership

► Building blocks of charismatic leadership

► Cumulative forms of leadership

Question No: 19   (Marks: 1)   - Please choose one

Which of the following is a feeling of devotion, duty, or attachment to somebody or something?

► Integrity

► Consistency

► Loyalty

Question No: 20   (Marks: 1)   - Please choose one

The new manager-employee relationship is an example of which of the following type of trust?

► **Deterrence-based**

► Knowledge-based

► Identification-based

► Supposition-based

Reference:

Question No: 21   (Marks: 1)   - Please choose one

When a bank robber points a gun at a bank employee, which of the following is his base of power?

► **Coercive**

► Legitimate

► Positional

► Authoritative

Question No: 22   (Marks: 1)   - Please choose one

Which of the following types of power requires acceptance of the leader's authority by members of the organization?

► Personal

► Organizational

► **Legitimate**

► Positional

Question No: 23   (Marks: 1)   - Please choose one

Cricket stars influence people's choice of athletic shoes and cola drinks. People are admired due to which of the following power?
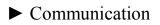
► **Referent**

► Expert

► Legitimate

► Personal

Question No: 24   (Marks: 1)   - Please choose one

High job specialization can lead to which of the following type of conflict?

► Communication

► **Structural**

► Personal-variable

Question No: 25   (Marks: 1)   - Please choose one

Which of the following is mostly likely to promote the success of mediation?

► **High motivation of the disputing parties**

► Shared perceptions of the mediator as coercive

► Shared perceptions of the mediator as biased

► Extensive experience of the mediator

The key to success—the conflicting parties must be motivated to bargain and resolve their conflict, intensity cannot be too high, and the mediator must be perceived as neutral and no coercive.

Question No: 26   (Marks: 1)   - Please choose one

Which of the following can be described as being loose in structure and a catalyst for open lines of communications throughout the organization which results in an increased flow of information?

Centralization ►

► **Decentralization**

Departmentalization ►

Simple organizations ►

A decentralized organization can be described as being loose in structure and a catalyst for open lines of communications

Question No: 27   (Marks: 1)   - Please choose one

A tall, centralized hierarchy of authority and top-down communication and decision making are characteristics of which of the following organizational structures?

Organic structure ►

Matrix structure ►

Mechanistic ►   structure

Functional structure ►

Question No: 28   (Marks: 1)   - Please choose one

A Plant Manager overseeing the functions of the Manager of Engineering, the Manager of Accounting, and the Manager of Manufacturing is an example of:

Product departmentalization ►

Geographical departmentalization ►

Functional ►   departmentalization

Process departmentalization ►

Question No: 29   (Marks: 1)   - Please choose one

Which of the following statement is TRUE with regard to boundaryless organizations?

These organizations attempt to emulate simple ►   structure

These remove the horizontal boundaries of ►   management

These do not adopt participative decision ►   making style

Team members will be rewarded for mastering ►   multiple skills

Question No: 30   (Marks: 1)   - Please choose one

Which of the following are the forces that affect how an organization designs its structure?

Suppliers, competitors, job design ►

Suppliers, job design, customers ►

Environment, economic forces, competitors ►

Environment, technology, ►   and human resources

Question No: 31   (Marks: 1)   - Please choose one

Giving workers more control over how a task is to be completed often leads to job enrichment because:

Workers can think out their own way of ► tackling the task

Change their pattern of working when they ► want

Feel more responsible for achieving the end ► product

All of the given ► options

Question No: 32   (Marks: 1)   - Please choose one

Which of the following characterizes non-routine or complicated technologies?

High task variety and high task analyzability ►

Low task variety and high task analyzability ►

Low task variety and Low task analyzability ►

High task ►   variety and low task analyzability

Non-routine or complicated technologies are characterized by high task variety and low task analyzability.

Question No: 33   (Marks: 1)   - Please choose one

When the people are asked to envision the organization in five years and to describe what is different is called:

Discovery ►

Dreaming ►

Design ►

Destiny ►

Dreaming. The information from the discovery phase is used to speculate on possible
futures for the organization. For instance, people are asked to envision the organization in
five years and to describe what is different.

Question No: 34   (Marks: 1)   - Please choose one

In practice, organizations use interviews _____.

To determine ►   applicant-organization fit

Solely to assess specific, job relevant ►   skills

To manipulate an applicant's image of the ►   company

To assess a candidate's credit ►   history

Question No: 35   (Marks: 1)   - Please choose one

All of the following are operational activities of HR EXCEPT
_____ which is a strategic activity.

Analyzing HR metrics and ►   measurements

Recruiting and selecting ►   employees

not sure

Question No: 36   (Marks: 1)   - Please choose one

 Performance is a function of which of the following factors?

Skill, willingness to act and ► reward

Ability, motivation and opportunity ►

Knowledge, skills and abilities ►

Tasks, incentives and rewards ►

Question No: 37   (Marks: 1)   - Please choose one

 Cultures within an organization, typically defined by department designations and geographical separation are called:

Multi cultures ►

National ► Cultures
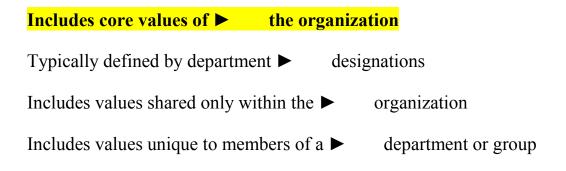
Dominant ► Cultures

Subcultures ►

Question No: 38   (Marks: 1)   - Please choose one

Which characteristic is **NOT** reflective of subcultures?

Includes core values of ►   the organization

Typically defined by department ►   designations

Includes values shared only within the ►   organization

Includes values unique to members of a ►   department or group

Question No: 39   (Marks: 1)   - Please choose one

Consistency of behavior is an asset to an organization when it faces which of the following?

Massive changes ►

A dynamic environment ►

An unknown environment ►

A stable environment ►

Question No: 40   (Marks: 1)   - Please choose one

Looking for better way to stay is called:

Reactive ►   change

Radical Change ►

Incremental Change ►

– **Radical change** • Major adjustments in the • ways a firm does business

– **Incremental change** • Evolution over time • Many small routine changes

• **Reactive Change:** – Responding to changes in the external or internal environment.

• **Anticipatory Change:** – Looking for better ways to stay – Ahead of the competition

Question No: 41   (Marks: 1)   - Please choose one

When there is some change in organization that is intentional and goal-oriented activity then it is called;

Planned change ►

Unplanned change ►

Evolutionary change ►

Revolutionary change ►

Some organizations treat all change as an accidental occurrence, however, change as an intentional, goal-oriented activity is planned change.

Question No: 42   (Marks: 1)   - Please choose one

Which of the following technique refer to the application of direct threats or force upon resisters?

Exploitation ►

Cooptation ►

Manipulation ►

► **Coercion**

Overcoming Resistance to Change

• Negotiation

– Exchange something of value for a lessening of resistance.

• Manipulation and Cooperation

– Twisting and distorting facts to make them appear more attractive.

• Coercion

– The application of direct threats or force upon resisters.

Question No: 43   (Marks: 1)   - Please choose one

If a manger is responsible to define goals, establish an overall strategy for achieving those goals and matching activities accordingly, then which one of the following functions is he/ she performing?

Planning ►

Organizing ▶

Leading ▶

Controlling ▶

Planning requires a manager to:

- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
- Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

Question No: 44   (Marks: 1)   - Please choose one

Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt ▶

Displayed ▶

Conditional ▶

Exposed ▶

Felt emotions are an individual's actual emotions.

Displayed emotions are those that are organizationally required and considered appropriate in a given job. They are learned.

Question No: 45   (Marks: 1)   - Please choose one

The communication used by managers to provide job instructions is an example of:

Downward communication ►

Lateral ►   communication

Directional ►   communication

Diagonal communication ►

Question No: 46   (Marks: 1)   - Please choose one

All of the following are the examples of reward power **EXCEPT**:

Pay ►

Work assignments ►

Promotion ►

Transfer ►

Question No: 47   (Marks: 1)   - Please choose one

A person in the organization may have crucial information about a statistical breakthrough of great importance to the organization and its strategic marketing plan. This is an example of which of the following power?

Referent ►

Legitimate ►

Reward ►

Expert ►

http://books.google.com/books?id=RidV6vh08xMC&pg=PA359&lpg=PA359&dq="breakthrough+of+great+importance+to+the+organization+and+its+strategic"&source=bl&ots=TPnY2n-deO&sig=_SUnR9f_yXmn0t6-fcpNLo4P63Y&hl=en&ei=-F2GS-zWGs6zrAfL_Jy3Cg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CAYQ6AEwAA#v=onepage&q=%E2%80%9Cbreakthrough%20of%20great%20importance%20to%20the%20organization%20and%20its%20strategic%E2%80%9D&f=false

Question No: 48   (Marks: 1)   - Please choose one

Keeping subordinates informed about company policies and the penalties for violating those policies is an example of using which of the following power?

Referent ►

Legitimate ►

Expert ►

Coercive ►

Question No: 49   (Marks: 1)   - Please choose one

Which of the following best describes a leader?

Being a leader also means ►   being a manager

Leaders can emerge from with in a ►   group

Leaders are appointed to their ►   positions

Leaders influence others beyond the formal ►   authority

Question No: 50   (Marks: 1)   - Please choose one

Which of the following statements about gender difference in leadership is correct?

There is no difference in ►   leadership on the basis of gender

Women leaders are not good at ►   negotiation

Men leaders seem to be more supportive and ►   patient

Women tend to adopt democratic leadership ►   style

Question No: 51   (Marks: 1)   - Please choose one

Which of the following is the system of task, reporting, and authority relationships within which the work of the organization is done?

Organizational goals ►

Organizational structure ►

Organizational system ►

Organizational charts ►

Question No: 52   (Marks: 1)   - Please choose one

Which of the following is the manner in which divided tasks are combined and allocated to work groups?

Departmentalization ►

Specialization ►

Formalization ►

Standardization ►

Question No: 53   (Marks: 1)   - Please choose one

 Environmental uncertainty exists when managers:

Relax the constraints on product ►   demand

Attempt to simplify the general ►   environment

Attempt to stabilize the task ►   environment

Have difficulty predicting the impact of ►   environmental factors

Question No: 54   (Marks: 1)   - Please choose one

 The job design method aimed at increasing the motivational factors in a job is called:

Job enrichment ►

Job enlargement ►

Job rotation ►

Cross-training ►

   http://books.google.com/books?id=TtD413y-868C&pg=PA337&lpg=PA337&dq="increasing+the+motivational+factors+in+

a+job"&source=bl&ots=l9gbRR-x1o&sig=oxJjRGiD0GOjIVRBWzwXyIRMcu4&hl=en&ei=oImGS4m4O4G-rAe_nI3ICg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CAYQ6AEwAA#v=onepage&q=%22increasing%20the%20motivational%20factors%20in%20a%20job%22&f=false

Question No: 55   (Marks: 1)   - Please choose one

 Which of the following selection technique is most commonly used worldwide?

Work sample test ►

Interview ►

Background check ►

Performance-simulation tests ►

Question No: 56   (Marks: 1)   - Please choose one

 Website and internet is changing the way companies and individuals communicate. It is an example of which of the following forces for change?

People ►

Technology ►

Communication ►

Social ►

Question No: 57   (Marks: 1)   - Please choose one

All of the following are examples of internal forces for change **EXCEPT:**

Company Crisis ►

Changing work climate ►

Declining effectiveness ►

Globalization ►

Question No: 58   (Marks: 1)   - Please choose one

Which of the following is the individual source of resistance to change?

Structural inertia ►

Threat to expertise ►

Dislike of change agent ►

Threatened power ►

Question No: 59   (Marks: 1)   - Please choose one

Which of the following is the organizational source of resistance to change?

Fear of unknown ►

Economic threat ►

New social ►   relationship

Threatened power ►

1. *Habit:* Life is complex, to cope with having to make hundreds of decisions everyday, we all rely on habits or programmed responses.

2. *Security:* People with a high need for security are likely to resist change because it threatens their feelings of safety.

3. *Economic factors:* Another source of individual resistance is concern that changes will lower one's income.

4. *Fear of the unknown:* Changes substitute ambiguity and uncertainty for the known.

5. *Selective information processing:* Individuals shape their world through their perceptions. Once they have created this world, it resists change.

Question No: 60   (Marks: 1)   - Please choose one

 Few years earlier there was a huge market of Window Air conditioner in Pakistan. Now split air conditioners have replaced window AC. This change occurred due to which of the following driving forces of change?

Changing values ►

Changing nature of workforce ►

Knowledge explosion ►

Rapid product ►   obsolescence

not sure

Question No: 61   (Marks: 1)   - Please choose one

Which of the following is the process in which data is gathered, analyzed, summarized and returned to those who generated them?

Process Consultation ►

Survey feedback ►
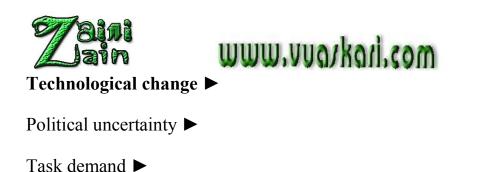
Inter-group development ►

Sensitivity Training ►

Survey Feedback

Survey feedback techniques can form the basis for a change process. In the process, data are gathered, analyzed, summarized, and returned to those who generated them to identify, discuss, and solve problems. Survey feedback is usually initiated by   top management or by a consultant   to management.

Question No: 62   (Marks: 1)   - Please choose one

Textile industry of Pakistan is facing huge losses due to the downfall of electricity. These conditions are causing great stress among the employees and owners of textile mills. Which of the following is the potential source of stress in this scenario?

Economic uncertainty ►

Technological change ►

Political uncertainty ►

Task demand ►

Question No: 63   (Marks: 1)   - Please choose one

Which of the following performance management component is about acknowledging good performance?

Planning ►

Monitoring ►

Rewarding ►

Rating ►

Question No: 64   (Marks: 1)   - Please choose one

Which of the following is NOT an HR's role in career development?

Taking career development ►   initiatives

Polishing leadership qualities ►

Matching individual and organization ►   needs

Identification of career ►   opportunities

Question No: 65   (Marks: 3)

Who in organizations are responsible for managing change activities?

Question No: 66   (Marks: 5)

What can management do to create a more ethical culture within an organization?

Question No: 67   (Marks: 10)

Describe the advantages and disadvantages of External Change Agents.

Question No: 68   (Marks: 10)

Discuss the contemporary change issues managers are facing these days.

**FINALTERM EXAMINATION MGT502- Organizational Behaviour
(Session - 3)**

Question No: 1   (Marks: 1)   - Please choose one
The lowest level positions require _____ skills but as you move up_____ skills are more required.

► Conceptual, Technical
► **Technical, Conceptual**

► Human, Conceptual

► Human, Technical

Line managers need Technical skill the most while top manager will need minimum. Top mangers/CEO needs Conceptual type of skill the most.

Question No: 2   (Marks: 1)   - Please choose one
Mr. Hassan, Professor of Mathematics, when he starts teaching about a concept, he praise any answer that is close to the right answer. This is an example of which of the following learning theory?

► Classical conditioning
► **Operant conditioning**
► Social learning
► Contemporary theory

Operant conditioning where there is reinforcement of the behavior by a reward or a punishment. The theory of operant conditioning was developed by B.F. Skinner and is known as Radical Behaviorism. The word 'operant' refers to the way in which behavior 'operates on the environment'. Briefly, a behavior may result either in reinforcement, which increases the likelihood of the behavior recurring, or punishment, which decreases the likelihood of the behavior recurring. It is important to note that, a punishment is not considered to be applicable if it does not result in the reduction of the behavior, and so the terms punishment and reinforcement are determined as a result of the actions. Within this framework, behaviorists are particularly interested in measurable changes in behavior.

Question No: 3   (Marks: 1)   - Please choose one
Which of the following can be considered a method of social learning?

► Classroom
► **Workshop**
► TV commercial
► Work Manual

Social learning theory focuses on the learning that occurs within a social context. It considers that people learn from one another, including such concepts as observational learning, imitation, and modeling.

Question No: 4   (Marks: 1)   - Please choose one
 "Smoking is injurious to health". This statement is an example of which one of the following components of attitude?

► **Cognitive**
► Affective
► Behavioral
► Behavior intension

The belief that "discrimination is wrong" is a value statement. Such an opinion is the Cognitive component of an attitude. So above answer is almost same in nature.

The belief that "discrimination is wrong" is a value statement and an example of the cognitive

component of an attitude

Question No: 5   (Marks: 1)   - Please choose one
Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

► It shows consensus
► It shows similarity
► It shows reliability
► **It shows consistency**

Attribution theory suggests that when we observe an individual's behavior, we attempt to determine whether it was internally or externally caused. That determination depends largely on three factors:

• Distinctiveness: shows different behaviors in different situations.

• Consensus: Response is the same as others to same situation.

• Consistency: Responds in the same way over time.

Question No: 6   (Marks: 1)   - Please choose one
 Which of the following statement **best** describes "motivation?"

► Results in a level of efforts put by a group
► Intensifies an individual's efforts from others
► **Guides an individual's efforts towards a goal**
► Meets an individual's needs, wants and demnands

Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal. Motivation is the energizer of behavior and mother of all action. It results from the interactions among conscious and unconscious factors such as the (1) intensity of desire orneed, (2) incentive or reward value of the goal, and (3) expectations of the individual and of his or her significant others

Question No: 7   (Marks: 1)   - Please choose one
What are the three key elements of motivation?

► Interest, activity and reward
► Awareness, effort and outcome
► Stimulation, progress and achievement
► **Intensity, direction and persistence**

Key Elements of Motivation

Intensity: how hard a person tries. Intensity is concerned with how hard a person tries. This is the element most of us focus on when we talk about motivation.

Direction: toward beneficial goal. Direction is the orientation that benefits the organization.

Persistence: how long a person tries. Persistence is a measure of how long a person can maintain his/her effort. Motivated individuals stay with a task long enough to achieve their goal.

Question No: 8   (Marks: 1)   - Please choose one
Hassan derives a great sense of belongingness, acceptance and friendship from his relationships with his extended family. Which of Maslow's needs is Hassan fulfilling through these relationships?

► Self-actualization
► Esteem
► **Social**
► Physiological

Maslow's Hierarchy of Needs

1. Physiological needs: food, drink, shelter, sexual satisfaction, and other physical requirements.

2. Safety needs: security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met.

3. Social needs: affection, belongingness, acceptance, and friendship.

4. Esteem needs: internal esteem factors such as self-respect, autonomy, and achievement and external esteem factors such as status, recognition, and attention

5. Self-actualization needs: growth, achieving one's potential, and self-fulfillment; the drive to become what one is capable of becoming.

Question No: 9   (Marks: 1)   - Please choose one
Who developed ERG theory?

► Mcclelland
► Maslow
► **Alderfer**
► Ouchi

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

Question No: 10   (Marks: 1)   - Please choose one
What continuum in the two-factor theory is made up of the hygiene factors?

► **No dissatisfaction to dissatisfaction**
► No dissatisfaction to satisfaction
► Satisfaction to no satisfaction
► Satisfaction to dissatisfaction

According to Herzberg, the factors that led to job satisfaction were separate and distinct from those that led to job dissatisfaction. Therefore, managers who sought to eliminate factors that created job dissatisfaction could bring about workplace harmony but not necessarily motivation. Because they don't motivate employees, the extrinsic factors that create job dissatisfaction were called hygiene factors. When these factors are adequate, people will not be dissatisfied, but they will not be satisfied (or motivated) either. To motivate people on their jobs, Herzberg suggested emphasizing motivators, the intrinsic factors that increase job satisfaction.

Question No: 11   (Marks: 1)   - Please choose one
 All of the following are problem solving techniques EXCEPT:

> ► Consensus
> ► Brainstorming
> ► Nominal Group Techniques
> ► **Synergy**

Group Problem Solving Techniques

• Consensus presenting opinions and gaining agreement to support a decision

• Brainstorming process to generate a quantity of ideas

• Nominal Group Technique process to generate ideas and evaluate solutions

• Delphi Technique process to generate ideas from physically dispersed experts

• Computer-Aided Decision Making

Synergy is a biological term referring to an action of two or more substances that result in an effect that is more than the mere summation of the individual substances; the whole is more than the sum of its parts (2 + 2 = 5).

Question No: 12   (Marks: 1)   - Please choose one

Which of the following are the two dimensions of leader behavior explained in the Ohio State studies?

► **Initiating structure and consideration**
► Employee-oriented and production-oriented
► Concern for people and concern for production
► Operant conditioning and classical conditioning

• They narrowed over a thousand dimensions into two dimensions—initiating structure and consideration

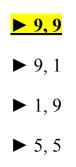**Question No: 13   (Marks: 1)   - Please choose one**
According to the University of Michigan studies, which of the following is used to define a leader who takes personal interest in the needs of his/her subordinates?
► Situation-oriented
► **Employee-oriented**
► Production- oriented
► Task-oriented

Employee-oriented leaders emphasized interpersonal relations. They took a personal interest in the needs of their employees and accepted individual differences among members

Question No: 14   (Marks: 1)   - Please choose one

According to the Managerial Grid, managers perform **best** using which of the following styles?

► **9, 9**

► 9, 1

► 1, 9

► 5, 5

Question No: 15   (Marks: 1)   - Please choose one

Which of the following is an example of downward communication flow?

► Suggestion boxes

► Disscussing problem with boss

► **Feedback on job performance**

► Letters to your boss

Question No: 16   (Marks: 1)   - Please choose one

Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:

► Downward communication

► Horizontal communication

► **Upward communication**

► Lateral communication

Question No: 17   (Marks: 1)   - Please choose one

Asif is the manager of a petroleum company. He lets the employees know what is expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks. He observes which of the following leadership style?

► Supportive

► Participative

► **Directive**

► Achievement-oriented

Question No: 18   (Marks: 1)   - Please choose one

Which of the following is NOT true of charismatic leaders?

► They have ability to articulate their vision

► They have behavior that is unconventional

► **They are unwilling to take high personal risk**

► They have high self belief and exhibit determination

Question No: 19   (Marks: 1)   - Please choose one

Trust and trustworthiness affect a leader's access to:

► Dedication and achievement

► Persuasion and control

► Power and influence

► **Knowledge and cooperation**

Question No: 20   (Marks: 1)   - Please choose one

The most fragile relationships are contained in which of the following types of trust?

► Reward
► **Deterrence**
► Knowledge

► Identification

Deterrence-Based Trust:
☐ The most fragile relationships are contained in deterrence-based trust. One violation or inconsistency can destroy the relationship

Question No: 21   (Marks: 1)   - Please choose one

Naveed is relatively new employee and wants to make sure that he makes a good impression on his coworkers and supervisor. He agrees with the supervisor's opinion most of the time and is always doing nice things for him. Naveed is attempting to use:

► Political behavior
► Defensive behavior
► Fastidious behavior
► **Impression management**

Question No: 22   (Marks: 1)   - Please choose one

Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?
► Intergroup Conflict
► Interpersonal Conflict
► **Interrole Conflict**
► Intrarole Conflict

Question No: 23   (Marks: 1)   - Please choose one

In which stage of the conflict process does conflict become visible?

► Illumination
► Intentions
► Behavior

Question No: 24   (Marks: 1)   - Please choose one
Which bargaining strategy is <u>preferable</u> for use in intra-organizational behavior?

► Positive negotiation
► Distributive bargaining
► **Integrative bargaining**
► Equal bargaining

Question No: 25   (Marks: 1)   - Please choose one
The example of labor-management negotiations over wages exemplifies which of the following bargaining?

► Integrative
► Reflective
► **Distributive**
► Restrictive

Question No: 26   (Marks: 1)   - Please choose one
Which of the following is **NOT** a conflict resolution technique?

► **Creating super ordinate goals**
► Appointing a devil's advocate
► Exercising authoritative command
► Generating additional resources

Question No: 27   (Marks: 1)   - Please choose one
UNO wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is a(n):

► **Mediator**
► Arbitrator
► Conciliator
► Consultant

mediator is a neutral third party who facilitates a negotiated solution by using reasoningand persuasion, suggesting alternatives, and the like.
a. ... to facilitate problem solving through communication and analysis

Question No: 28   (Marks: 1)   - Please choose one
If you have a narrow span of control, you have which of the following type of a (n) organization?

▶ Efficient
▶ Short
▶ **Tall**
▶ Matrix

Question No: 29   (Marks: 1)   - Please choose one
Which of the given options is the expansion of job content to include a wider variety of the tasks and to increase the workers' responsibility for checking quality and direction for the method?

▶ **Job enlargement**
▶ Job rotation
▶ Job enrichment
▶ Job reengineering

Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities

Question No: 30   (Marks: 1)   - Please choose one
Seema is working with a pharmaceutical firm; as a means of balancing her work and family responsibilities she typically works a standard 40-hour week or only work 3 or 4 days of the week (i.e., putting in more than 8 hours but working fewer days). Which one of the following work schedule Seema is following?
▶ **Compressed work week**
▶ Shorter work week
▶ Longer work week
▶ Job sharing

A compressed work week, also known as a flex schedule, gives you the benefit of an extra day off by allowing you to finish your usual number of working hours in fewer days per pay period. Work four 10-hour days each week with one day off with a 4/40 schedule, or work 80 hours in nine days with an extra day off every other week

Question No: 31   (Marks: 1)   - Please choose one
Which one of the following is *NOT* an example of regional economic alliances?

▶ European Union
▶ **Democratic Union of Hungarians**
▶ North American Free Trade Agreement
▶ Caribbean Community

Regional economic alliances examples

–European Union (EU).

–North American Free Trade Agreement (NAFTA).

–Caribbean Community (CARICOM).

–Asia-Pacific Economic Co-operation Forum (APEC).

Question No: 32   (Marks: 1)   - Please choose one
Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills is called _____.

▶ **Soft skills**
▶ Hard skills
▶ Technical skills
▶ None of the given options

Question No: 33   (Marks: 1)   - Please choose one
All of the following include Physical symptoms of stress **EXCEPT:**
▶ **Bad moods**

▶ Faster heart beat

□▶□□□□□□Increased sweating
□▶□□□□□□Cool skin

Question No: 34   (Marks: 1)   - Please choose one
When the people are asked to envision the organization in five years and to describe what is different is called:
□▶□□□□□□Discovery
□▶□□□□□□Dreaming
□▶□□□□□□Design
□▶□□□□□□Destiny

Dreaming. The information from the discovery phase is used to speculate on possible

futures for the organization. For instance, people are asked to envision the organization in

five years and to describe what is different.

Question No: 35   (Marks: 1)   - Please choose one
Which one of the following involves lateral transfers that enable employees to work at different jobs?

□▶□□□□□□Job enlargement
□▶□□□□□□Job enrichment
□▶□□□□□□Job rotation
□▶□□□□□□Job enhancement

Job rotation and temporary assignments in other departments help people see another perspective. Promotions, transfers, and firings remove individuals from conflict situation.

Question No: 36   (Marks: 1)   - Please choose one
Job analysis can be used in performance review to identify or develop:
□▶□□□□□□Goals and objectives
□▶□□□□□□Performance standards
□▶□□□□□□Evaluation criteria
□□□□□□□□▶**All of the given options**

Performance Review

Job Analysis can be used in performance review to identify or develop:

- goals and objectives
- performance standards
- evaluation criteria
- length of probationary periods
- duties to be evaluated

Question No: 37   (Marks: 1)   - Please choose one

A technical specialists working with a reputable organization is allowed to continue to contribute his expertise to the company without having to become manager. He makes recommendations in a wide range of business areas, participates in high level decisions, and acts as mentor to other employees. This situation is represented by which one of the following option?

▶ Traditional career path

▶ Network career path

▶ Lateral skill path

▶ **Dual career path**

Dual-Career Path— A career-path method, that recognizes that technical specialists

can and should be allowed to continue to contribute their expertise to a company

without having to become managers.

Question No: 38   (Marks: 1)   - Please choose one

The centerpiece of most diversity programs is:

▶ Money

▶ Employer commitment

▶ **Training**
▶ Human resource personnel
The centerpiece of most diversity programs is training

Question No: 39   (Marks: 1)   - Please choose one
Which of the following statement is true regarding a dominant culture?

▶ The sum of an organization's subcultures
▶ Defined by the leader of an organization
▶ **Synonymous with an organization's culture**
▶ Likely to be a weak culture of an organization

• An organization's culture is its dominant culture.

Question No: 40   (Marks: 1)   - Please choose one
All of the following are examples of material symbols **EXCEPT:**

▶ Use of the company jet
▶ **New employee orientations**
▶ Luxury cars for executives
▶ Private parking spots

Question No: 41   (Marks: 1)   - Please choose one
Responding to changes in external or internal environment is called:
▶ Incremental Change
▶ Anticipatory change
▶ Radical Change
▶ **Reactive change**

Question No: 42   (Marks: 1)   - Please choose one
Phrases such as "more cultural diversity," "many new entrants with inadequate skills" are all
examples of which force for change?

▶Technology
▶World politics
▶**Nature of the work force**
▶Social trends

Question No: 43   (Marks: 1)   - Please choose one
Which of the following is an example of change in the nature of competition?

▶**Growth of e-commerce**
▶Decline in global oil prices
▶Increased interest in urban living
▶A decrease in interest rates

Question No: 44   (Marks: 1)   - Please choose one
Which tactic for overcoming resistance to change basically assumes that the source of resistance lies in misinformation?

▶Training and development
▶Facilitation and support
▶**Education and communication**
▶Cooptation and manipulation

Six tactics used by change agents in dealing with resistance to change:

1. Education and communication:

2. Participation:

3. Facilitation and support:

4. Negotiation:

5. Manipulation and cooptation:

6. Coercion:

Question No: 45   (Marks: 1)   - Please choose one
A bachelor degree holder is most likely to have a job that requires:

□▶□□□□□□Human skills
□▶□□□□□□**Technical skills**
□▶□□□□□□Conceptual skills
□▶□□□□□□Leading skills

Question No: 46   (Marks: 1)   - Please choose one
Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

□▶□□□□□□**Felt**
□▶□□□□□□Displayed
□▶□□□□□□Conditional
□▶□□□□□□Exposed

Question No: 47   (Marks: 1)   - Please choose one
Desires for associations with those who are significant to us, such as family members, supervisors, and friends, are examples of which of the following Alderfer's needs?

□□□□□□□□▶**Relatedness**
□▶□□□□□□Existence
□▶□□□□□□Association
□▶□□□□□□Esteem

Relatedness Needs*: social and external esteem (involvement with family, friends, co-workers and employers)(Maslow's third and fourth levels)*

Question No: 48   (Marks: 1)   - Please choose one
A person in the organization may have crucial information about a statistical breakthrough of great importance to the organization and its strategic marketing plan. This is an example of which of the following power?

□▶□□□□□□Referent
□▶□□□□□□Legitimate
□▶□□□□□□Reward
□▶□□□□□□**Expert**

Question No: 49   (Marks: 1)   - Please choose one

Keeping subordinates informed about company policies and the penalties for violating those policies is an example of using which of the following power?

□►□□□□□□Referent

□►□□□□□□Legitimate

□►□□□□□□Expert

□□□□□□□□►Coercive

Question No: 50   (Marks: 1)   - Please choose one
The reasons for political behavior include all of the following **EXCEPT:**

□►□□□□□□Ambiguous goals

□►□□□□□□Scarce resources

□►□□□□□□Control of information

□►□□□□□□Non-programmed decisions

Question No: 51   (Marks: 1)   - Please choose one
Samina and Naeem are Senior managers of marketing depertment. Samina wants her department to grow and expand into new products. While Naeem feels that the department is already too big and should reduce its size and trim its product line. Samina and Naeem are experiencing which of the following conflict?

□►□□□□□□Legal conflict

□□□□□□□□►**Task conflict**

□►□□□□□□Process conflict

□►□□□□□□Relationship conflict

Question No: 52   (Marks: 1)   - Please choose one
The degree to which two party's goals can be achieved simultaneously is called:

□►□□□□□□Goal interdependence

□►□□□□□□Goal accommodation

□►□□□□□□Goal avoidance

□□□□□□□□►**Goal compatibility**

Question No: 53   (Marks: 1)   - Please choose one
When two party's goals are incompatible, but their interactions are important to meeting their goals, which reaction to conflict is likely to occur?

► Competition

► Collaboration

► Compromise

► Accommodation

Question No: 54   (Marks: 1)   - Please choose one

Which of the following statements about gender difference in leadership is correct?

► There is no difference in leadership on the basis of gender

► Women leaders are not good at negotiation

► Men leaders seem to be more supportive and patient

► Women tend to adopt democratic leadership style

Question No: 55   (Marks: 1)   - Please choose one

The main advantage of division of labor is that it promotes:

► Worker satisfaction

► Worker autonomy

► The creation of stimulating jobs

► Efficient use of labor

Question No: 56   (Marks: 1)   - Please choose one

The process of constructing and adjusting an organization's structure to achieve its goals is:

► Strategic management

► Strategy-structure fit

► Organizational design

► Organizational reconfiguration

Question No: 57   (Marks: 1)   - Please choose one

Which of the following is the manner in which divided tasks are combined and allocated to work groups?

► Departmentalization

► Specialization

► Formalization

► Standardization

Question No: 58   (Marks: 1)   - Please choose one

Which of the following selection technique is most commonly used worldwide?

□▶□□□□□□Work sample test
□▶□□□□□□**Interview**
□▶□□□□□□Background check
□▶□□□□□□Performance-simulation tests

Question No: 59   (Marks: 1)   - Please choose one
Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

□▶□□□□□□Job description
□▶□□□□□□**Job specification**
□▶□□□□□□Job evaluation
□▶□□□□□□Job enrichment

Question No: 60   (Marks: 1)   - Please choose one
All of the following are examples of internal forces for change **EXCEPT:**

□▶□□□□□□Company Crisis
□▶□□□□□□Changing work climate
□▶□□□□□□Declining effectiveness
□▶□□□□□□**Globalization**

Question No: 61   (Marks: 1)   - Please choose one
ABC is a manufacturing company. R&D department suggested some changes in their product line. But employees of marketing department were reluctant in accepting this change. A meeting was held to remove the ambiguity and all pros and cons were discussed which resulted in better decision. In this case the resistance to change from the marketing department resulted in which of the following?

□□□□□□□□▶**Positive decision**
□▶□□□□□□Negative decision
□▶□□□□□□Conflicting decision
□▶□□□□□□Irrational decision

Question No: 62   (Marks: 1)   - Please choose one
Which of the following is the individual source of resistance to change?

□▶□□□□□□Structural inertia
□▶□□□□□□Threat to expertise
□▶□□□□□□Dislike of change agent
□▶□□□□□□**Threatened power**

Question No: 63   (Marks: 1)   - Please choose one
Which of the following is the organizational source of resistance to change?
□▶□□□□□□Fear of unknown
□▶□□□□□□Economic threat
□▶□□□□□□New social relationship
□□□□□□□□▶**Fixed investment**

Question No: 64   (Marks: 1)   - Please choose one
The CEO of ABC manufacturer is not satisfied with the sales of his products. He has decided to operate in international market to earn the targeted sales. What can be the possible reason of this expansion?
□▶□□□□□□To work with untrained labor
□▶□□□□□□To avoid cultural diversity
□□□□□□□□▶**To acquire resources**
□▶□□□□□□To work under poor working conditions

Question No: 65   (Marks: 3)

How can charismatic leadership hurt an organization?

Answer :

A charismatic leader is one who might not have legitimate authority over the followers but followers respect him for his charisma, knowledge, expertise and his vision.

Charismatic leaders can hurt an organization because their followers might go against the legitimate chain of command of the organization to follow the leader. As it is not necessary for the charismatic leader to have legitimate authority therefore he might not follow the proper chain of command. This creates the problem of unity of command. People will follow two managers. One will be their manager according to the company hierarchy or structure and one will be the leader. This might create people-role conflict for employees. This affects the organization in a negative way and hurt the organization.

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Question No: 66   (Marks: 5)

 "As important as attracting good employees is, it is just as important to retain them". How you can justify this statement.

Answer : Employees are the biggest assets for an organization. They are the real distinctive competency of an organization. The organizations who pay heed to this fact are the most successful ones. Technology and other resources that a successful organization holds can be acquired by other organizations as well but motivated, expert and skilled employees that one firm has cannot be duplicated easily by other firms. That is the main reason competing firms try to buy out employees from their rivals in an attempt to gain the distinctive competencies that the rival holds because of these employees.

Therefore for an organization to be successful, it should not only attract or hire good employees but it should also retain them. There are a number of reasons

why retaining is also as important or even more important than hiring good employees. Some of the reasons are:

1)   The company might spend a lot of money on the training and development of employees and once the employee leaves the company, the company not only suffers in terms of employee loss but also financial loss which was caused because of the wastage of training resources on the leaving employee.

2)   When an employee leaves and his position is vacant, the company will need to hire someone new in his/her place. The new person will need to be trained or will take time to get to work on the same position. This wastes valuable company resources and lowers productivity of the company.

.

3)   The employee who has been working for a company for a longer time knows the company culture and has accepted it to a great extent. But when this employee leaves and a new employee is hired in his place, it will take time for the new employee to get acquainted with the culture and norms of the organization.

4)   When an employee leaves this does not only affect him but demoralizes other employees as well and gives an impression that people don't like to work for this company and the employees who are sticking around might be making a mistake. This often urges other employees also to either look for better opportunities and they loose loyalty and commitment to the company.

5)   The employee working for a company might have acquired good experience after a considerable amount of time working for the company and if he leaves then this experience can't be replaced. The company

might hire some one with the same qualification but the experience that the leaving employee has will not be there.

Because of all the important reasons mentioned above, it is very important that a company not only attracts good employees but should also strive to retain them by making policies that foster long term commitment and loyalty.

Question No: 67   (Marks: 10)

 What is flextime? What are the advantages of flextime from an employee's perspective and from management's perspective?

Answer : Flextime is a work arrangement where an employee works for the same core hours during the day but the arrangement of these hours or how he makes up these hours from the day is flexible. For example a company might have a policy for employees to work for eight hours every day and the company starts at 8.00 AM. So in flextime arrangement the employee might be given the discretion of working for eight hours but not necessarily from 8 AM. An employee might start for example at 10 AM and work up to 6 AM thereby completing eight hours of work and starting at his convenient time.

This is only one example of flextime. Other methods include flexible or compressed work weeks where the employee can work for more hours during some days and thereby reducing the total working days during the week. Others include job sharing , part time work arrangements and telecommuting.

Advantages from employee's perspective:

1)   Flexible working hours will suit many people and they will be more satisfied with their work and will not have to look for other employment options.

2)   Working husbands and wives can easily arrange work to take care of their children. For example the wife might arrange her working hours so that either she or the husband is always with the children.

3)   If a company allows telecommuting for example then it can get more work force options because then those women can also work who need to be at home. Working from home can help these women earn money as well as attending to their family commitments.

4)   Compressed working weeks might help those people who can work for a less number of days for a week for example four out of seven days and extend their working hours per day and then go to their families during the three days off in case their families live in some other area or away from their place of work.

5)   There might be many people who would not work at all if flextime option was not available for example for college students who want to work part time because during the day they cannot work. So for these cases flextime will make more types of jobs available to them and they can easily work for example during the evenings and earn without affecting their education.

Advantages from employer's perspective

1)   The biggest advantage from the employer's perspective is that he will get better productivity from employees working in flextime

2)   The employees will be satisfied and hence the employer will not have to worry about boosting the morale of the employees or for employees leaving the company to find other jobs that suits them..

3)   This is a very good method to retain employees because when employees get such a good option of flexible timing, they will not be tempted to leave the organization.

4)   Using flextime the company can hire experts who will not be willing to work for example during the day maybe because they might be working with some other company. So this way the company can get the experts they need by allowing them to work as part-timers.

Question No: 68   (Marks: 10)

Sometimes data gathered from interview is biased. Explain different interviewing mistakes that can lessen the effectiveness of a job interview.

Answer :

Interview is a method of verbal communication and therefore is subjective. It depends a lot on the context under which the interview was conducted and also on the interviewer's skills as well his perceptions. As human interaction gets involved here, therefore the interview can become very subjective instead of being objective. A lot of issues related to human nature can be introduced during the interview which might make it biased. The biasness depends on many factors. These factors can lead to interviewing mistakes which adversely affects the effectiveness of the job interview.

Some of the mistakes that can lessen the effectiveness of the job interview are :

1) **Selective perception:** The selective perception of the interviewer might affect the interview. Different people perceive the same situation at the same time in different ways. This is due to their life experiences, education, values and personality. So based on these they might interpret the same situation in different ways. This might create biasness in their judgment.

2) **Projection:** Some interviewers might have some qualities and they might value them a lot and might want to see the same qualities in the interviewee and if they don't see the same qualities, they will be biased in their interview.

3) **Stereotyping :** Stereotyping is the preset judgement a person makes based on the group to which the interviewee belongs. For example the interviewer might have a stereotype that women are not good for

managerial positions so he might get biased into not giving good review in job interview to a woman who applied for the a management position.

4)   Halo effect: Halo effect is when a person makes good or bad judgement based on just one quality. In this the interviewer might get biased based on just one quality and might give good reviews without paying attention to other good qualities or bad qualities that a person has. Similarly the same thing goes for a bad quality that the interviewer might see in the interviewee.

5)   Similar to me effect :: In this the interviewer might try to find qualities in an interviewee which is similar to the interviewer. If he doesn't find any such quality he will be biased to not hire the job applicant. If on the other hand he sees such a quality then he will be biased to hire the job applicant without paying attention to other qualities needed for the job

6)   Inadequate knowledge about the job: Some times the interviewer might not be well-versed with the exact requirements for a position for which he might be conducting the interview. For example an HR manager hiring for a technical job in the information technology department. As this is a completely technical field so the manager taking the interview might not be capable enough to do the interview because of his limited knowledge of the field of computer sciences. In this case he will be biased to see human or communications skills more than the technical skills the job applicant has that are more important to the job than his human skills. Similarly the interviewer might be hiring for a non technical position but he might lack the knowledge of the exact requirements or specifications for the job opening.

7)   Previous interviewee effect: If an interviewee is being interviewed immediately after a perceived good or bad interviewee then he will be

judged against the previous interviewee. If the previous interviewee was perceived as very good by the interviewer then the next person will have difficulties in making a good impression on the interviewer and if the previous interviewee was perceived as bad then the next one will be considered good even if he is just slightly better than the previous. So this creates a bias on the part of the interviewer and is one of the mistakes in job interviews which lessens its effectiveness.

8) Preconceived notion about the interviewee : If the interviewer has already heard about the job interviewee before the interview from some other sources whether it is something good or bad about him, the interviewer will already have made an impression about the interviewee even before the interview begins. So this can introduce a good or a bad bias on the part of the interviewer and lessens the effectiveness of the interview.

9) Emotional state of the interviewer : As interview is a human interaction so it is prone to human emotions. If the interviewer is not emotionally stable then it might bias the interview. For example an interviewer sitting down to take the interview has just heard some bad news before the start of the interview sessions and that might affect his judgement in reviewing the right person for the job.

All the factors mentioned above are mistakes that are involved in the interview process and that might affect the effectiveness of the job interview. There are many techniques to cope with these problems and make the interview as objective as possible so that exactly the right person can be hired for the right job.

FINALTERM EXAMINATION MGT502- Organizational Behaviour
(Session - 3)

Question No: 1   (Marks: 1)   - Please choose one

Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

► **Culture shock**

► Foreign culture

► Alien culture

► Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy

national newspapers or frequent stores or restaurants similar to those in the home country.

Question No: 2   (Marks: 1)   - Please choose one

Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

► **Memory**

► Number Aptitude

► Deductive Reasoning

► Perceptual speed

Ref:

The perceiver's knowledge base is organized into schemas, abstract knowledge structures stored in memory that allow people to organize and interpret information about a given target of perception.

Question No: 3   (Marks: 1)   - Please choose one

Following a response by the termination or withdrawal of something unpleasant is called----------------.

► Positive reinforcement

► Extinction

► **Negative reinforcement**

► Punishment

Ref: The withdrawal of negative consequences to increase the likelihood of repeating the desired behavior in similar settings.

Question No: 4   (Marks: 1)   - Please choose one

Which of the following statement is true regarding "perceiver"?

► **The person making interpretations**

► The person making accurate judgments

► The person handling problems

► The person appointed to transmit information

Ref: The perceiver's knowledge base is organized into schemas, abstract knowledge structures stored in memory that allow people to organize and interpret information about a given target of perception.

Question No: 5   (Marks: 1)   - Please choose one

Which of the following statement **best** describes "motivation?"

► Results in a level of efforts put by a group

► Intensifies an individual's efforts from others

► **Guides an individual's efforts towards a goal**

► Meets an individual's needs, wants and demnands

Ref:

Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal. Motivation is the energizer of behavior and mother of all action. It results from the interactions among conscious and unconscious factors such as the (1) intensity of desire or need,

(2) <u>incentive</u> or <u>reward</u> <u>value</u> of the goal, and (3) <u>expectations</u> of the <u>individual</u> and of his or her significant others.

Question No: 6   (Marks: 1)   - Please choose one

Which of the following is likely to decrease as a worker grows older?

► **Productivity**

► Likelihood of quitting

► Work ethic

► Absenteeism

Ref: Older workers are also perceived as lacking flexibility and as being resistant to new technology.

• Some believe that the older you get, the less likely you are to quit your job. That conclusion is based on studies of the age-turnover relationship.

Question No: 7   (Marks: 1)   - Please choose one

?

► Norming

► **Storming**

► Development

► Forming

Ref: Storming:

• One of intra-group conflict. Members accept the existence of the group, but there is resistance to constraints on individuality.

• Conflict over who will control the group.

• When complete, there will be a relatively clear hierarchy of leadership within the group.

Question No: 8   (Marks: 1)   - Please choose one

Individual decisions are generally preferable to group decisions when which of the following is required?

► **Speed**

► Creativity

► Acceptance

► Quality

Example of Synergy90

• The social facilitation effect can either enhance group productivity (synergy) or restrict it (process loss):

• The performance of simple, routine tasks tends to be speeded up and improved by the presence of other people (synergy)

• When tasks are complex and require closer attention, the presence of other people will hurt performance (process loss)

Question No: 9   (Marks: 1)   - Please choose one

If trait theories of leadership are valid, then leaders are _____.

► Educated

► Trained

► **Born**

► Authoritarian

Ref: The trait approach fails to explain why or how effective leadership occurs. Many individuals who possess these traits never become leaders, and many leaders who possess them are ineffective. Researchers then considered other factors affecting leadership, such as leader behaviors.

Question No: 10   (Marks: 1)   - Please choose one

If Ali is apprehensive regarding oral communication, which of the following behaviors is he <u>least</u> likely to display?

► He prefers to talk on the phone

► He prefers to send emails

► He relies on memos or letters

► **He avoids face-to-face communication**

REF:

Oral Communication

– Advantages: Speed and feedback.

– Disadvantage: Distortion of the message.

Question No: 11   (Marks: 1)   - Please choose one

Asad telephones his employee, Usman, to let him know that today's meeting has been moved to one o'clock. In the communication process, Asad is:

► **The sender**

► The receiver

► The channel

► The encoder

Ref: The information the sender needs or wants to share with other people. Effective messages are clear and complete

Question No: 12   (Marks: 1)   - Please choose one

The path-goal theory was developed by _____.

► **Robert House**

► Fred Fiedler

► Blake and Mouton

► Vroom and Yetton

Ref:One of the most respected approaches to leadership is the path-goal theory developed by Robert House.

Question No: 13   (Marks: 1)   - Please choose one

Sumeera has been working in a packaging company for last ten years. She is the most senior employee of her department that's why her manager frequently relies on her judgment. Whenever manger goes out of city for work, he put Sumeera in charge because he knows she will handle work efficiently in his absence. What type of trust relationship is this?

► Reward-based trust

► **Knowledge-based trust**

► Identification-based trust

► Deterrence-based trust

Ref: Trust based on the behavioral predictability that comes from a history of interaction

• Identification-based trust

• Trust based on an emotional connection between the parties

Question No: 14 (Marks: 1) - Please choose one

Computer specialist, tax accountants, economists and industrial psychologists possess which of the following power?

► Referent

► Information

► Formal

► **Expert**

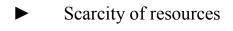**Question No: 15 (Marks: 1) - Please choose one**

Leaders achieve goals, and power is:

► A goal in and of itself

► Usually used by poor leaders

► **A means of achieving goals**

► A strong influence on leaders' goals

Ref: Leaders achieve goals, and power is a means of facilitating their achievement.

Question No: 16   (Marks: 1)   - Please choose one

Which of the following is <u>least</u> likely to create dependency?

► Scarcity of resources

► Non substitutability

► **Power legitimacy**

Supply ►   and demand

Question No: 17   (Marks: 1)   - Please choose one

Dependency is decreased when the resource you control is:

Scarce ►

►   Important

►   Insufficient

►   **Easily replaced**

Question No: 18   (Marks: 1)   - Please choose one

Which of the following is a form of illegitimate political behavior?

►   Forming coalitions

►   Symbolic protests

Complaining to supervisors ►

►   **Bypassing the chain of command**

Question No: 19   (Marks: 1)   - Please choose one

Which bargaining strategy is <u>preferable</u> for use in intra-organizational behavior?

Positive negotiation ►

Distributive bargaining ►

►   **Integrative bargaining**

►   Equal bargaining

Ref: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.
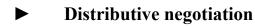
Question No: 20   (Marks: 1)   - Please choose one

Ali wants to buy a motor bike. He goes to the showroom and sees different models of bikes. He likes one of them very much and wants to purchase it. He asks the price from dealer which is more then his range. Both of them then negotiate over price. This is an example of:

► BATNA

► **Distributive negotiation**

► Integrative negotiation

► Third party negotiation

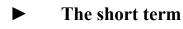**Question No: 21   (Marks: 1)   - Please choose one**

The focus of relationships in distributive bargaining is:

►Accommodation

The long term ►

► **The short term**

► Lose-lose

Ref: Distributive bargaining can resolve disputes, but it often negatively affects one or more negotiators' satisfaction because it is focused on the short term.
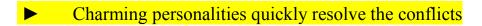
Question No: 22   (Marks: 1)   - Please choose one

Which of the following statements is true pertaining to the role of personality traits in negotiations?

► Charming personalities quickly resolve the conflicts

► Competent individuals make excellent negotiations

► Extroverts are less effective negotiators than introverts (not sure)

► Internal locus of control people are better negotiators

Question No: 23   (Marks: 1)   - Please choose one

Which of the following is a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures?

► Decision making

► **Groupthink**

Brainstorming ►

► Group polarization

Ref: **Groupthink -** a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures

Question No: 24   (Marks: 1)   - Please choose one

Which of the following is right about the encoding step in the communication process?

It is not ► necessary for verbal communication

► It is difficult for receiver to understand

► **It involves converting the idea into message**

► It follows the transmission of the message to receiver

Question No: 25 (Marks: 1) - Please choose one

Which of the following terms involves the use of power and influence tactics for personal benefit ?

► Political seasoning

► Coalition formation

► **Legitimate authority**

► Organizational politics

Question No: 26 (Marks: 1) - Please choose one

To achieve a compromise approach, one needs to_____.

Avoid overt disagreement ►

► Value openness and trust

► Dominate the other conflicting party

► **Give up something of value**

Question No: 27   (Marks: 1)   - Please choose one

If you have a narrow span of control, you have which of the following type of a (n) organization?

► Efficient

► Short

► **Tall**

► Matrix

Question No: 28   (Marks: 1)   - Please choose one

Which of the following is *NOT* one of the strengths of the Matrix Structure?

► It facilitates coordination in complex activities

► It facilitates the efficient allocation of specialists

It eliminates the duplication of ►   resources

► **It minimizes ambiguity in reporting**

Question No: 29   (Marks: 1)   - Please choose one

Setting Goals, establishing and communicating elements and standards is called:

► **Planning**

► Developing

► Monitoring

Leading ►

Question No: 30   (Marks: 1)   - Please choose one

---------------- is a management strategy aimed at embedding awareness of quality in all organizational processes.

► Development

► Standards

► Benchmarking

► **TQM**

Total Quality Management (TQM) is a management strategy aimed at embedding awareness of quality in all organizational processes. TQM has been widely used in manufacturing, education, call centers, government, and service industries, as well as NASA space and science programs.

Question No: 31   (Marks: 1)   - Please choose one

All of the following include behavioral symptoms of stress **EXCEPT:**

► **Asthma**

► Bad moods

Being ► irritable

Defensiveness ►

Asthma is Long-term Physical Symptoms

Question No: 32   (Marks: 1)   - Please choose one

All of the following include Physical symptoms of stress **EXCEPT:**

► **Bad moods**

► Faster heart beat

Increased ► sweating

► Cool skin

Bad mood is behavioral symptoms of stress

Question No: 33   (Marks: 1)   - Please choose one

When the people are asked to envision the organization in five years and to describe what is different is called:

Discovery ►

► **Dreaming**

► Design

Destiny ►

Dreaming. The information from the discovery phase is used to speculate on possible

futures for the organization. For instance, people are asked to envision the organization in

five years and to describe what is different.

Question No: 34   (Marks: 1)   - Please choose one

All of the following are operational activities of HR EXCEPT _____ which is a strategic activity.

►   Analyzing HR metrics and measurements

►   Recruiting and selecting employees

►   **Responding to goals and objectives set by executives**

►   Complying with laws, policies, and procedures

not sure

Question No: 35   (Marks: 1)   - Please choose one

A technical specialists working with a reputable organization is allowed to continue to contribute his expertise to the company without having to become manager. He makes recommendations in a wide range of business areas, participates in high level decisions, and acts as mentor to other employees. This situation is represented by which one of the following option?

►   Traditional career path

►   Network career path

►   Lateral skill path

►   **Dual career path**

Dual-Career Path— A career-path method, that recognizes that technical specialists

can and should be allowed to continue to contribute their expertise to a company

without having to become managers.

Question No: 36   (Marks: 1)   - Please choose one

Which characteristic is **NOT** reflective of subcultures?

►   **Includes core values of the organization**

►   Typically defined by department designations

►   Includes values shared only within the organization

Includes values unique to members of ►   a department or group

A dominant culture expresses the core values that are shared by a majority

Question No: 37   (Marks: 1)   - Please choose one

Phrases such as "more cultural diversity," "many new entrants with inadequate skills" are all examples of which force for change?

►   Technology

►   World politics

►   **Nature of the work force**

►   Social trends

Nature of the workforce More cultural diversity

Aging population

Many new entrants with inadequate skills

Question No: 38   (Marks: 1)   - Please choose one

If an organization used an insider as a change agent, as opposed to an outside consultant then which of the following is true?

►   The change would probably be more cautious

►   The change would probably be more drastic

► **The change would probably be more objective**

►   The change would most likely be second order

Consultant change agents can offer a more objective perspective than insiders can.

• They are disadvantaged in that they often have an inadequate understanding of the

organization's history, culture, operating procedures, and personnel.

Question No: 39   (Marks: 1)   - Please choose one

Which of the following is the last step in job analysis process?

► Select representative positions to be analyzed

► Review relevant background information

► Analyze the job by collecting data on job activities

►**Develop a job description and job specification**

Steps in Job Analysis

Job Analysis process has following steps:

a. Identify how the information will be used because that will determine what data will be

collected and how it should be collected. Interviewing and position analysis

questionnaire are some examples of data collection techniques.

b. Review relevant background information, such as organization charts, process charts,

and job descriptions.

c. Select representative positions to analyze because there may be too many similar jobs to

analyze, and it may not be necessary to analyze them all.

d. Analyze the job by collecting data on job activities, required employee behaviors,

working conditions, and human traits and abilities needed to perform the job.

e. Review and verify the job analysis information with job incumbents to confirm that it is

factually correct and complete.

f. Develop a job description and job specification from the job analysis information.

Question No: 40   (Marks: 1)   - Please choose one

Which of the following is **NOT** a strategy to reduce social loafing?

►   Have group members evaluate each other's contributions

►   Keep work groups as small as possible

►   Make individual contributions or levels of performance in a group identifiable

►   **Contributions of the group, not the individual, are most important**

Question No: 41   (Marks: 5)

What purposes do performance evaluations serve in organizations?

Performance evaluations have good effect on organizations. An employee's performance appraisal is very much dependent on the perceptual process. Although the appraisal can be objective, many jobs are evaluated in subjective terms. Subjective measures are, by definition, judgmental. To the degree that managers use subjective measures in appraising employees, what the evaluator perceives to be good or bad employee characteristics or behaviors will significantly influence the outcome of the appraisal.

Question No: 42   (Marks: 5)

When it is said that organizational change is due to some internal forces then what sort of forces you will recognize that are responsible for this change?

There are some internal forces which make change in organizations.

Declining effectiveness

Company Crisis

Changing work Climate

Changing employee expectations

Question No: 43　(Marks: 10)

Distinguish between the roles of mediator, arbitrator, conciliator, and consultant.

Consultant: The consultant works with the client in jointly diagnosing what processes need improvement. The consultant's expertise lies in diagnosis and developing a helping relationship.

Arbitrator: An arbitrator undertakes an awesome responsibility. He or she will be judge, jury, clerk, stenographic reporter and appellate review tribunal compressed into a single individual. When an arbitrator decides a case it is assumed that the arbitrator heard the evidence, understood it completely and applied the law and/or principles of justice and equity to achieve the correct result. The parties must have complete confidence in the arbitrator's fairness and integrity and in his or her ability to do all of these things.

How do the parties know that the person they selected has these attributes and will do these things? In classic arbitration they knew and trusted the individual. The arbitrator was the wise old man on the fishing boat dock, whom everyone knew, and who was trusted to know more about fish than anyone else. The fishermen were able to place complete confidence in him because they knew him intimately. Today we have gone to the opposite extreme. The arbitrator who is sufficiently close to a party to have instilled this type of confidence is for that very reason arguably disqualified. The arbitrator selected ideally has no relationships with any of the parties or their counsel. The parties must attempt to select the right person based in large part upon the information they can

obtain from the potential arbitrator. The disclosure process has thus become the modern surrogate for the common knowledge of the marketplace.

Mediator: A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.

Conciliator: The conciliator can contact and interview disputing parties over the telephone, provide information about the Residential Tenancies and Rooming Accommodation Act 2008, assist the parties in the exchange of information including relevant documents such as receipts, facilitate the resolution of disputes by sharing offers and suggesting options, provide a notice of unresolved dispute to enable an application to the tribunal for a hearing where a dispute remains unresolved.

Question No: 44   (Marks: 10)

What is flextime? What are the advantages of flextime from an employee's perspective and from management's perspective?

Flextime: Employees work during a common core time period each day but have discretion in forming their total workday from a flexible set of hours outside the core.

In today's competitive work place employers must remain attuned to the needs of their work force. Those that do will have a distinct advantage. One of the tools being used by U. S. firms to meet this objective is the use of flextime. The

reason is simple: it is very popular from the employee's viewpoint. A recent survey showed that 78 percent of the respondents favored flexible work schedules so that they could spend more time with their families, even if it meant slower career advancement.

The concept of flextime refers to a variety of flexible arrangements including unconventional hours, part-time work, job sharing, leaves of absence and working at home. From a company's perspective, allowing employees to work fewer and more pliable hours is a powerful way to attract and retain top caliber people.

From the employee's perspective, having flexible work arrangements gives one a greater sense of empowerment. Flextime gives many a stronger feeling that their company trusts them. Additionally, in these times of dual-career parents, it helps parents raise their children more responsibly. It also turns out that professional who have such arrangements are fiercely loyal to their employers

Question No: 45　(Marks: 10)

Survey feedback is an organizational development technique for bringing change. Discuss.

Survey feedback

One tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences is the survey feedback approach. Everyone can participate, but of key importance is the organizational "family." A questionnaire is usually completed by all members in the organization or unit. Organization members may be asked to suggest questions or may be interviewed. The questionnaire asks for perceptions and attitudes on a broad range of topics. The data from this questionnaire are tabulated with data pertaining to an individual's specific

"family" and to the entire organization and distributed to employees. These data then become the springboard for identifying problems and clarifying issues. Particular attention is given to encouraging discussion and ensuring that discussions focus on issues and ideas and not on attacking individuals. Finally, group discussion in the survey feedback approach should result in members identifying possible implications of the questionnaire's findings.

FINALTERM EXAMINATION MGT502- Organizational Behaviour (Session - 2)

Question No: 1   (Marks: 1)   - Please choose one

_____ is the study of societies to learn about human beings and their activities.

► Sociology

► **Anthropology**

► Social work

► Social psychology

Anthropology **is the study of societies to learn about human beings and their** activities. Anthropologists work on cultures and environments

Question No: 2   (Marks: 1)   - Please choose one

Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

► **Culture shock**

►Foreign culture

►Alien culture

►Adventure

Question No: 3   (Marks: 1)   - Please choose one

Two people see the same thing at the same time yet interpret it differently. Who is responsible for this difference?

► **The perceiver**

►The timing

►The context

►The situation

Question No: 4   (Marks: 1)   - Please choose one

Which of the following statements is **NOT** an example of stereotyping?

►There is no need to offer child-care to him; men aren't interested in child care

►Don't hire an older worker; they can't learn new skills

► **She was good at her last job, so she will be good at this one**

►She won't relocate for a promotion, since women don't relocate

Question No: 5   (Marks: 1)   - Please choose one

Which of the following are all forms of variable-pay programs?

► **Wage incentive plans, flextime, piece-rate**

►Piece-rate, wage incentive plans, gain sharing

► Profit-sharing, lump-sum bonuses, extended vacations

►Retirement benefits, extended vacations, flextime

Pay and Motivation

1. Variable Pay Programs can take the form of piece-rate plans, wage incentives, profit sharing,

bonuses, and gain-sharing.

2. A portion of an employee's pay is based on some individual and/or organizational measure of

performance. Unlike more traditional base-pay programs, variable pay is not an annuity—there is no guarantee.

Question No: 6   (Marks: 1)   - Please choose one

What sort of plan is a company-established benefit plan where employees acquire stock as part of their benefits?

►MBO program

►Gain sharing plan

► **Employee stock ownership plan**

►Piece-rate plan

Question No: 7   (Marks: 1)   - Please choose one

Which of the following is likely to generate the <u>least</u> innovative alternatives?

► **Face-to-face interacting groups**

►Brainstorming

►Delphi technique

►Nominal group technique

Question No: 8   (Marks: 1)   - Please choose one

According to John Kotter, leaders establish direction by:

►Developing a vision of the future

►Inspiring people to overcome hurdles

►Aligning people by communicating their vision

► **All of the given options**

John Kotter feels that management is about coping with complexity.

• Good management brings about order and consistency by drawing up formal plans, designing

rigid organization structures, and monitoring results against the plans.

• Leadership is about coping with change.

• Leaders establish direction by developing a vision of the future; then they align people by

communicating this vision and inspiring them to overcome hurdles.

Question No: 9 (Marks: 1) - Please choose one

According to the Ohio State studies, which of the following is the extent to which a leader is likely to have job relationships characterized by mutual trust and respect for his/her employees?

► **Consideration**

►Initiating structure

►Consensus-building

►Maximization

Consideration is described as "the extent to which a person is likely to have job relationships

that are characterized by mutual trust, respect for employees' ideas, and regard for their

feelings."

Initiating structure refers to the extent to which a leader is likely to define and structure his/her

role and those of employees in the search for goal attainment

Question No: 10 (Marks: 1) - Please choose one

Which of the following are the two dimensions of leadership behavior identified in the University of Michigan studies?

►Emotional and rational

►Autocratic and democratic

►Initiating structure and consideration

► **Employee-oriented and production-oriented**

Researchers at the University of Michigan identified two behaviors corresponding to

consideration and initiating structure: employee-oriented and job-centered behaviors. An approach to organizational change, called the Managerial Grid, makes managers effective leaders by focusing how much they show concern for people and production. The Hersey and Blanchard model focuses on consideration and initiating structure behaviors

Question No: 11   (Marks: 1)   - Please choose one

 Rabia writes a memo to his employees. Putting her thoughts onto paper is an example of:

► **Encoding**

►Communicating

►Messaging

►Channeling

Encoding

"Translating the message into symbols or language that the receiver can understand"

Question No: 12   (Marks: 1)   - Please choose one

 Which of the following statements is **NOT** true regarding face-to-face communication?

►It is highly personal

►It has high channel richness

► **It usually results in delayed feedback**

►It offers multiple information cues

Question No: 13   (Marks: 1)   - Please choose one

A _____ is a senior employee who guides and supports a less-experienced employee.

►Facilitator

► Leader

►Coach

►**Mentor**

When senior employee takes an active role in guiding another individual, we

refer to this activity as mentoring and coaching.

Question No: 14   (Marks: 1)   - Please choose one

The path-goal theory was developed by _____.

► **Robert House**

►Fred Fiedler

►Blake and Mouton

►Vroom and Yetton

One of the most respected approaches to leadership is the *path-goal* theory developed by

Robert House.

Question No: 15   (Marks: 1)   - Please choose one

Which of the following is **NOT** a dimension of trust?

►Integrity

►Competence

►Loyalty

►**Determination**

The key dimensions that underlie the concept of trust are integrity, competence, consistency, loyalty, and openness.

Five Dimensions of Trust

• Integrity (honesty and truthfulness)

• Competence (technical/interpersonal)

• Consistency (reliability, predictability and good judgment in handling situations)

• Loyalty (willingness to protect and save face for a person)

• Openness (willingness to share ideas and information freely)

Question No: 16   (Marks: 1)   - Please choose one

Which of the following is a feeling of devotion, duty, or attachment to somebody or something?

►Integrity

►Consistency

►**Loyalty**

►Reliability

Question No: 17   (Marks: 1)   - Please choose one

Trust and trustworthiness affect a leader's access to:

- ►Dedication and achievement

- ► Persuasion and control

- ►Power and influence

- ►**Knowledge and cooperation**

Trust and Leadership

1. Trust is a primary attribute associated with leadership. When trust is broken, it can have serious adverse effects on a group's performance.

2. It is evident that it is impossible to lead people who do not trust you. Trust and trust-worthiness modulate the leader's access to knowledge and cooperation.

Question No: 18   (Marks: 1)   - Please choose one

Power can be defined as:

- ►**The ability to influence the behavior of others**

►The right to influence the behavior of others

►The actualization of the dependency of others

►Downward influence on one's followers

Power - the ability to influence another person

Influence - the process of affecting the thoughts, behavior, & feelings of another person

Authority - the right to influence another person

Question No: 19   (Marks: 1)   - Please choose one

One reacts to _____ power out of fear of the negative consequences if one fails to comply.

►Legitimate

► **Coercive**

► Punitive

►Referent

Coercive power depends on fear One reacts to this type of power out of fear of the negative results that might occur if one fails to comply

http://personal.ashland.edu/csavage/Power%20and%20Politics.ppt

Question No: 20   (Marks: 1)   - Please choose one

Which of the following is <u>least</u> likely to create dependency?

►Scarcity of resources

► Non substitutability

►**Power legitimacy**

► Supply and demand

Question No: 21   (Marks: 1)   - Please choose one

Activities that influence the distribution of advantages and disadvantages within an organization are known as:

►Human resources

► **Political behaviors**

►Influential power moves

►Interactive initiatives

Question No: 22   (Marks: 1)   - Please choose one

Which of the following is **NOT** considered one of the potential sources of conflict?

►Too much communication

► **Value similarities**

►Too little communication

► Jurisdictional ambiguity

Question No: 23   (Marks: 1)   - Please choose one

The focus of relationships in distributive bargaining is:

► Accommodation

►The long term

►**The short term**

►Lose-lose

Distributive bargaining can resolve disputes but it often negatively affects one or more negotiators' satisfaction because it is focused on the short term and because it is confrontational. Integrative bargaining, in contrast, tends to provide outcomes that satisfy all parties and that build lasting relationships.

Question No: 24   (Marks: 1)   - Please choose one

Which one of the following dichotomies of organizational structure specifically defines where decisions are made?

►Complexity/simplicity

►Specialization/enlargement

►Formalization/in formalization

► **Centralization/decentralization**

Question No: 25   (Marks: 1)   - Please choose one

Which of the following organizational design superimposes product or project based design on existing function-based design?

► **Matrix Structure**

►Functional Structure

►Divisional Structure

►Holding structure

Matrix Structure

It combines two forms of departmentalization--functional and product:

·   The strength of functional departmentalization—putting like specialists together and the pooling and sharing of specialized resources across products

Question No: 26   (Marks: 1)   - Please choose one

A bureaucracy is characterized by all of the following **EXCEPT:**

► Highly routine operating tasks

►Formalized rules and regulations

►**Decentralized decision making**

►High work Specialization

Question No: 27   (Marks: 1)   - Please choose one

How do most employees react to job enlargement efforts?

►Unqualified approval

►Somewhat enthusiastically

►With a lack

Question No: 28   (Marks: 1)   - Please choose one

Which one of the following can impact international business operations by its affect on business hours, holidays, and days of rest?

►Paralanguage

►Communication barriers

►Religion

► **Cultural knowledge**

Question No: 29   (Marks: 1)   - Please choose one

Essential elements of TQM include all **EXCEPT:**

►Analysis of customer quality needs

►Benchmarking

► **Rewarding**

►Standards

Essential Elements of TQM

• A supportive organizational culture

• Management commitment and leadership

• Provide a sense of direction

• Analysis of customer quality needs

• Benchmarking

• Standards

• Strategies to close quality gaps

• Training

• Quality teams

• Progress monitoring and measurement

• Exceeding customer expectations

Rewarding is part of Performance Management

Question No: 30   (Marks: 1)   - Please choose one

 Focusing on controlling or eliminating stressors that might provoke the stress response is called:

►Managing stress

► **Stress Prevention**

►Job stress

►Stress management

Ref: Stress Prevention**:** Focusing on controlling or eliminating stressors that might provoke the stress response

Question No: 31   (Marks: 1)   - Please choose one

 The individual or group who undertakes the task of introducing and managing a change in organization is called:

►Negotiator

►Communicator

► **Change Agent**

►Spokesperson

Ref: Change agent - the individual or group who undertakes the task of introducing and managing a change in an organization

Question No: 32   (Marks: 1)   - Please choose one

All of the following are advantages of internal change agents **EXCEPT:**

►Better Knowledge of the organization

►Available more quickly

► May be close to the problem

►**Requires higher out of pocket costs**

 Ref: Advantage of Internal Change Agents is Lower out-of-pocket costs

Question No: 33   (Marks: 1)   - Please choose one

 Ali is working as a Finance Officer in a private limited company. His boss periodically observes his work on specific parts of his job and writes down using specific behavioral descriptions, what he sees him doing. The boss is using which one of the following appraisal technique?

► **Critical incident methods**

►Written essays

►Graphic rating scale

►Paired comparison

Ref: The **Critical Incident Technique** (or **CIT**) is a set of procedures used for collecting direct observations of human behavior that have critical significance and meet methodically defined criteria.

Question No: 34   (Marks: 1)   - Please choose one

Most important elements in managing culture include all EXCEPT:

► What leaders pay attention to

► How leaders react to crises

► How leaders behave

► **What leaders think about work**

Confirmed

Question No: 35   (Marks: 1)   - Please choose one

Which of the following are indicators of a strong organizational culture?

►Weak managers

►Narrowly defined roles

► **Widely shared values**

►High levels of dissention

Ref: strong cultures: The organization's core values are both intensely held and widely shared.

Question No: 36   (Marks: 1)   - Please choose one

Consistency of behavior is an asset to an organization when it faces which of the following?

►Massive changes

► A dynamic environment

►An unknown environment

►A stable environment

Ref: So consistency of behavior is an asset to an organization when it faces a stable environment

Question No: 37   (Marks: 1)   - Please choose one

Which of the following is **NOT** a means of transmitting culture within an organization?

►Stories

►Rituals

►Language

► **Therapy**

Confirmed

Question No: 38   (Marks: 1)   - Please choose one

Which of the following is **NOT** a source of individual resistance to change?

►Habit

►Security

►**Inertia**

► Economic factors

Confirmed

Question No: 39   (Marks: 1)   - Please choose one

Which one of the following is <u>not</u> listed as a tactic for dealing with resistance to change?

► **Acceleration**

►Manipulation

►Participation

Question No: 40   (Marks: 1)   - Please choose one

In practice, organizations use interviews for which of the following reason?

► **To determine applicant-organization fit**

►Solely to assess specific, job relevant skills

►To assess a candidate's credit history

►To manipulate an applicant's image of the company

Question No: 41   (Marks: 5)

 Discuss the advantages and disadvantages of a conflict?

Answer: Conflict: A process in which one party thinks that its interests are being opposed or negatively affected by another.

There are advantages as well as disadvantages attached to conflict. A conflict of a mild level is always healthy because it brings innovation and creativity.

Functional conflict is a healthy, constructive disagreement.

Whereas, dysfunctional conflict brings about destruction because it does not end up in resolution.

 Generally relationship conflicts focusing on interpersonal relationships are dysfunctional because it affects performance as it decreases mutual understanding.

Task conflicts relate to how work will be carried out a moderate level of conflict at this level is good. It enhances performance because it brings about discussion.

Question No: 42   (Marks: 5)

What is globalization? Why is Globalization Significant for Organizational Behavior?

Answer: Globalization: Globalization is doing the business across the world.

Significance of Globalization for organizational Behavior:

There are many significances of globalization for organizational behavior.

- It helps in avoiding uncertainty
- It focuses on long and short term orientation
- It helps in language issues
- Use of space
- Uses time orientation
- Helps learning culture
- Issue of power distance
- Religion matters

Question No: 43   (Marks: 10)

Describe the advantages and disadvantages of External Change Agents.

Answer: Change Agents: A change is an alteration in organization's design and change agents refer to an individual or group who is responsible for bringing and managing change within an organization.

The change agent can internal or external to the organization.

Advantages and Disadvantages of External Change Agents:

Advantages	Disadvantages
More diverse experience	Less knowledge of organization
More specific experience and knowledge	An unknown quantity
Views are more objective	Requires higher out of pocket costs
	Hurts management image

Question No: 44   (Marks: 10)

What do you think how organizational culture is developed and how can management attempt to maintain it.

Answer: Organizational Culture: Organizational culture is a set of shared, taken for granted implicit assumptions that a group holds and that determines it perceives, thinks about and reacts to its various environment

Developing Organizational Culture: Organizational culture is a combination of peoples' shared values, routine behaviors of employee, rules and regulation of the organization, various norms shared by teams and climate of organization. Interaction of all these help developing organizational culture.

In order to develop a strong organizational culture organization needs to develop a mission statement for the firm, strategic objectives to back and support the mission, identifying core values and operating principles that support the mission and strategic objectives. Socializing new employees into culture of firm and hiring employees who are compatible with firm's culture. Needs to communicate culture to employees is also an important aspect of developing a strong culture.

Maintaining Organizational Culture: Maintaining a stable organizational culture is one of the very important aspect management must look into for a smooth running.

Maintaining a culture needs a strong knowledge of culture first, communicating it effectively to the employees. Helping new comers learn the culture. How leaders react to crisis also helps maintaining and managing culture.

Question No: 45   (Marks: 10)

Suppose you are CEO of a well-reputed ceramic company which is successfully operating at national level. Now you have decided to extend your business in the global market. Describe what the expected benefits of doing so are? And what competencies you need to acquire in order to be successful in global market?

Answer: Being a CEO of a company decision of going into global market needs many things to take into consideration.

The benefits attached to globalization

- Increased market share
- Low costs
- Enormous economic power and impact
- Diverse workforce

Competencies required going into global market

- Must understand difference cultures
- Knowledge of language
- Managerial skills vary across world so managers should learn what is demanded outside country
- Communication needs to be more strong
- Requires foreign exchange knowledge
- Openness to diversification

FINALTERM EXAMINATION MGT502- Organizational Behaviour
(Session - 3)

Question No: 1   (Marks: 1)   - Please choose one

Ali migrated from Pakistan to a foreign country. He is disorientated by the country's customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?

► **Culture shock**
► Foreign culture
► Alien culture
► Adventure

Question No: 2   (Marks: 1)   - Please choose one

Mr. Hussain is a salesperson. He remembers the names of his customers easily because he is able to retain and recall past experience. He is able in which of the following dimensions of intellectual ability?

► **Memory**
► Number Aptitude
► Deductive Reasoning
► Perceptual speed

Question No: 3   (Marks: 1)   - Please choose one

Following a response by the termination or withdrawal of something unpleasant is called----------------.

► Positive reinforcement
► Extinction
► **Negative reinforcement**
► Punishment

Question No: 4   (Marks: 1)   - Please choose one

Which of the following statement is true regarding "perceiver"?

► **The person making interpretations**
► The person making accurate judgments
► The person handling problems
► The person appointed to transmit information

Question No: 5   (Marks: 1)   - Please choose one

Which of the following statement **best** describes "motivation?"

► Results in a level of efforts put by a group
► Intensifies an individual's efforts from others
► **Guides an individual's efforts towards a goal**
► Meets an individual's needs, wants and demnands

Question No: 6   (Marks: 1)   - Please choose one

Which of the following is likely to decrease as a worker grows older?

► **Productivity**
► Likelihood of quitting
► Work ethic
► Absenteeism

Question No: 7   (Marks: 1)   - Please choose one

After which stage of a group's development is there a relatively clear hierarchy of leadership within the group?

► Norming
► **Storming**
► Development
► Forming

Question No: 8   (Marks: 1)   - Please choose one

Individual decisions are generally preferable to group decisions when which of the following is required?

► **Speed**
► Creativity
► Acceptance
► Quality

Question No: 9   (Marks: 1)   - Please choose one

If trait theories of leadership are valid, then leaders are _____.

► Educated

► Trained
► **Born**
► Authoritarian

Question No: 10   (Marks: 1)   - Please choose one

If Ali is apprehensive regarding oral communication, which of the following behaviors is he <u>least</u> likely to display?

► He prefers to talk on the phone
► He prefers to send emails
► He relies on memos or letters
► **He avoids face-to-face communication**

Question No: 11   (Marks: 1)   - Please choose one

Asad telephones his employee, Usman, to let him know that today's meeting has been moved to one o'clock. In the communication process, Asad is:

► **The sender**
► The receiver
► The channel
► The encoder

Question No: 12   (Marks: 1)   - Please choose one

The path-goal theory was developed by _____.
► **Robert House**
► Fred Fiedler
► Blake and Mouton
► Vroom and Yetton

Question No: 13   (Marks: 1)   - Please choose one

Sumeera has been working in a packaging company for last ten years. She is the most senior employee of her department that's why her manager frequently relies on her judgment. Whenever manger goes out of city for work, he put Sumeera in charge because he knows she will handle work efficiently in his absence. What type of trust relationship is this?

- ►Reward-based trust
- ►**Knowledge-based trust**
- ►Identification-based trust
- ►Deterrence-based trust

Question No: 14   (Marks: 1)   - Please choose one

Computer specialist, tax accountants, economists and industrial psychologists possess which of the following power?
- ►Referent
- ►Information
- ►Formal
- ►**Expert**

Question No: 15   (Marks: 1)   - Please choose one

Leaders achieve goals, and power is:

- ►A goal in and of itself
- ►Usually used by poor leaders
- ►A means of achieving goals
- ►**A strong influence on leaders' goals**

Question No: 16   (Marks: 1)   - Please choose one

Which of the following is <u>least</u> likely to create dependency?

- ►Scarcity of resources
- ►Non substitutability
- ►**Power legitimacy**
- ►Supply and demand

Question No: 17   (Marks: 1)   - Please choose one

Dependency is decreased when the resource you control is:

- ►Scarce
- ►Important
- ►Insufficient
- ►**Easily replaced**

Question No: 18   (Marks: 1)   - Please choose one

Which of the following is a form of illegitimate political behavior?

- ►Forming coalitions
- ►Symbolic protests
- ►Complaining to supervisors
- ►**Bypassing the chain of command**

Question No: 19   (Marks: 1)   - Please choose one

Which bargaining strategy is <u>preferable</u> for use in intra-organizational behavior?

- ►**Positive negotiation**
- ►Distributive bargaining
- ►Integrative bargaining
- ►Equal bargaining

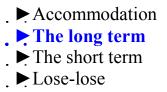**Question No: 20   (Marks: 1)   - Please choose one**

Ali wants to buy a motor bike. He goes to the showroom and sees different models of bikes. He likes one of them very much and wants to purchase it. He asks the price from dealer which is more then his range. Both of them then negotiate over price. This is an example of:

- ►BATNA
- ►**Distributive negotiation**
- ►Integrative negotiation
- ►Third party negotiation

Question No: 21   (Marks: 1)   - Please choose one

The focus of relationships in distributive bargaining is:

- ►Accommodation
- ►**The long term**
- ►The short term
- ►Lose-lose

Question No: 22   (Marks: 1)   - Please choose one

Which of the following statements is true pertaining to the role of personality traits in negotiations?

- ►Charming personalities quickly resolve the conflicts
- ►Competent individuals make excellent negotiations
- ►**Extraverts are less effective negotiators than introverts**
- ►Iinternal locus of control people are better negotiators

Question No: 23   (Marks: 1)   - Please choose one

Which of the following is a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures?
- ►Decision making
- ►Groupthink
- **►Brainstorming**
- ►Group polarization

Question No: 24   (Marks: 1)   - Please choose one

Which of the following is right about the encoding step in the communication process?

- **►It is not necessary for verbal communication**
- ►It is difficult for recevier to understand

- ►It involves converting the idea into message
- ►It follows the transmission of the message to receiver

Question No: 25   (Marks: 1)   - Please choose one

Which of the following terms involves the use of power and influence tactics for personal benefit ?
- ►Political seasoning
- ►Coalition formation
- **►Legitimate authority**
- ►Organizational politics

Question No: 26   (Marks: 1)   - Please choose one

To achieve a compromise approach, one needs to_____.

- **►Avoid overt disagreement**
- ►Value openness and trust
- ►Dominate the other conflicting party
- ►Give up something of value

Question No: 27   (Marks: 1)   - Please choose one

If you have a narrow span of control, you have which of the following type of a (n) organization?

- ►Efficient
- ►**Short**
- ►Tall
- ►Matrix

Question No: 28   (Marks: 1)   - Please choose one

Which of the following is *NOT* one of the strengths of the Matrix Structure?

- ►It facilitates coordination in complex activities
- ►It facilitates the efficient allocation of specialists
- ►It eliminates the duplication of resources
- ►**It minimizes ambiguity in reporting**

Question No: 29   (Marks: 1)   - Please choose one

Setting Goals, establishing and communicating elements and standards is called:
- ►**Planning**
- ►Developing
- ►Monitoring
- ►Leading

Question No: 30   (Marks: 1)   - Please choose one

--------------- is a management strategy aimed at embedding awareness of quality in all organizational processes.
- ►Development
- ►Standards
- ►Benchmarking
- ►**TQM**

Question No: 31   (Marks: 1)   - Please choose one

All of the following include behavioral symptoms of stress **EXCEPT:**

► Asthma
► **Bad moods**
► Being irritable
► Defensiveness

Question No: 32   (Marks: 1)   - Please choose one

All of the following include Physical symptoms of stress **EXCEPT:**

► **Bad moods**
► Faster heart beat
► Increased sweating
► Cool skin

Question No: 33   (Marks: 1)   - Please choose one

When the people are asked to envision the organization in five years and to describe what is different is called:

► Discovery
► Dreaming
► **Design**
► Destiny

Question No: 34   (Marks: 1)   - Please choose one

All of the following are operational activities of HR EXCEPT _____ which is a strategic activity.

► Analyzing HR metrics and measurements
► Recruiting and selecting employees
► **Responding to goals and objectives set by executives**
► Complying with laws, policies, and procedures

Question No: 35   (Marks: 1)   - Please choose one

A technical specialists working with a reputable organization is allowed to

continue to contribute his expertise to the company without having to become manager. He makes recommendations in a wide range of business areas, participates in high level decisions, and acts as mentor to other employees. This situation is represented by which one of the following option?

► Traditional career path

► Network career path

► Lateral skill path

► **Dual career path**

Question No: 36   (Marks: 1)   - Please choose one

Which characteristic is **NOT** reflective of subcultures?

► Includes core values of the organization
► **Typically defined by department designations**
► Includes values shared only within the organization
► Includes values unique to members of a department or group

Question No: 37   (Marks: 1)   - Please choose one

Phrases such as "more cultural diversity," "many new entrants with inadequate skills" are all
examples of which force for change?

► Technology
► World politics
► **Nature of the work force**
► Social trends

Question No: 38   (Marks: 1)   - Please choose one

If an organization used an insider as a change agent, as opposed to an outside consultant then which of the following is true?

- ►The change would probably be more cautious
- ►The change would probably be more drastic
- ►**The change would probably be more objective**
- ►The change would most likely be second order

Question No: 39   (Marks: 1)   - Please choose one

Which of the following is the last step in job analysis process?

- ►Select representative positions to be analyzed
- ►Review relevant background information
- ►Analyze the job by collecting data on job activities
- ►**Develop a job description and job specification**

Question No: 40   (Marks: 1)   - Please choose one

Which of the following is **NOT** a strategy to reduce social loafing?

- ►Have group members evaluate each other's contributions
- ►Keep work groups as small as possible
- ►Make individual contributions or levels of performance in a group identifiable
- ►**Contributions of the group, not the individual, are most important**

Question No: 41   (Marks: 5)

What purposes do performance evaluations serve in organizations?

Performance evaluations have good effect on organizations. An employee's performance appraisal is very much dependent on the perceptual process.

Although the appraisal can be objective, many jobs are evaluated in subjective terms. Subjective measures are, by definition, judgmental. To the degree that managers use subjective measures in appraising employees, what the evaluator perceives to be good or bad employee characteristics or behaviors will significantly influence the outcome of the appraisal.

Question No: 42   (Marks: 5)

When it is said that organizational change is due to some internal forces then what sort of forces you will recognize that are responsible for this change?

There are some internal forces which make change in organizations.
Declining effectiveness
Company Crisis
Changing work Climate
Changing employee expectations

Question No: 43   (Marks: 10)

Distinguish between the roles of mediator, arbitrator, conciliator, and consultant.

Consultant: The consultant works with the client in jointly diagnosing what processes need improvement. The consultant's expertise lies in diagnosis and developing a helping relationship.

Arbitrator: An arbitrator undertakes an awesome responsibility. He or she will be judge, jury, clerk, stenographic reporter and appellate review tribunal compressed into a single individual. When an arbitrator decides a case it is assumed that the arbitrator heard the evidence, understood it completely and applied the law and/or principles of justice and equity to achieve the correct result. The parties must have complete confidence in the arbitrator's fairness and integrity and in his or her ability to do all of these things.

How do the parties know that the person they selected has these attributes and will do these things? In classic arbitration they knew and trusted the individual. The arbitrator was the wise old man on the fishing boat dock, whom everyone knew, and who was trusted to know more about fish than anyone else. The

fishermen were able to place complete confidence in him because they knew him intimately. Today we have gone to the opposite extreme. The arbitrator who is sufficiently close to a party to have instilled this type of confidence is for that very reason arguably disqualified. The arbitrator selected ideally has no relationships with any of the parties or their counsel. The parties must attempt to select the right person based in large part upon the information they can obtain from the potential arbitrator. The disclosure process has thus become the modern surrogate for the common knowledge of the marketplace.

Mediator: A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.

Conciliator: The conciliator can contact and interview disputing parties over the telephone, provide information about the Residential Tenancies and Rooming Accommodation Act 2008, assist the parties in the exchange of information including relevant documents such as receipts, facilitate the resolution of disputes by sharing offers and suggesting options, provide a notice of unresolved dispute to enable an application to the tribunal for a hearing where a dispute remains unresolved.

Question No: 44   (Marks: 10)

What is flextime? What are the advantages of flextime from an employee's perspective and from management's perspective?

Flextime: Employees work during a common core time period each day but have discretion in forming their total workday from a flexible set of hours outside the core.

In today's competitive work place employers must remain attuned to the needs of their work force. Those that do will have a distinct advantage. One of the tools being used by U. S. firms to meet this objective is the use of flextime. The reason is simple: it is very popular from the employee's viewpoint. A recent survey showed that 78 percent of the respondents favored flexible work

schedules so that they could spend more time with their families, even if it meant slower career advancement.

The concept of flextime refers to a variety of flexible arrangements including unconventional hours, part-time work, job sharing, leaves of absence and working at home. From a company's perspective, allowing employees to work fewer and more pliable hours is a powerful way to attract and retain top caliber people.

From the employee's perspective, having flexible work arrangements gives one a greater sense of empowerment. Flextime gives many a stronger feeling that their company trusts them. Additionally, in these times of dual-career parents, it helps parents raise their children more responsibly. It also turns out that professional who have such arrangements are fiercely loyal to their employers

Question No: 45   (Marks: 10)

Survey feedback is an organizational development technique for bringing change. Discuss.

Survey feedback

One tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences is the survey feedback approach. Everyone can participate, but of key importance is the organizational "family." A questionnaire is usually completed by all members in the organization or unit. Organization members may be asked to suggest questions or may be interviewed. The questionnaire asks for perceptions and attitudes on a broad range of topics. The data from this questionnaire are tabulated with data pertaining to an individual's specific "family" and to the entire organization and distributed to employees. These data then become the springboard for identifying problems and clarifying issues. Particular attention is given to encouraging discussion and ensuring that discussions focus on issues and ideas and not on attacking individuals. Finally, group discussion in the survey feedback approach should result in members identifying possible implications of the questionnaire's findings.