1) The belief that "discrimination is wrong" is a value statement. Such an opinion is the _____ component of an attitude.

   cognitive
   affective
   reactive
   behavioral

Ref: The belief that "discrimination is wrong" is an example of the cognitive component of an attitude.

2) Leon Festinger would propose that the desire to reduce dissonance would be determined by all of the following EXCEPT _____.

   the importance of the elements creating the dissonance.
   the degree of influence the individual believes he or she has over the elements.
   the rewards that may be involved in dissonance.
   the extent to which attitudes are widely held by society.

Ref: According to Leon Festinger's theory of cognitive dissonance, the desire to reduce dissonance would be determined by the importance of the elements creating the dissonance, the degree of influence the individual believes he or she has over the elements, and the rewards that may be involved in dissonance.

3) If attitudes and behavior are inconsistent, individuals will most likely _____.

   change their behavior
   change their attitudes

Ref: The belief that "discrimination is wrong" is an example of the cognitive component of an attitude.
change either their attitudes or behavior
do nothing

Ref: When experiencing cognitive dissonance, one can change the behavior, change the attitude, or decide that the behavior is not important after all.

4) _____ describes a positive feeling about your job resulting from an evaluation of its characteristics.

enlargement
satisfaction
engagement
involvement

Ref: Job satisfaction describes a positive feeling about your job resulting from an evaluation of its characteristics.

5) Job _____ measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth.

commitment
satisfaction
involvement
organization

Ref: Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work that they do.
6) _____ commitment refers to an employee's obligation to remain with an organization for moral or ethical reasons.

Affective
Continuance
Theoretical
Normative

Ref: Normative commitment refers to an employee's obligation to remain with an organization for moral or ethical reasons. For example, an employee who is spearheading a new initiative might remain with an employer because he feels it would negatively impact his employer if he left.

7) _____ refers to an individual's involvement with, satisfaction with, and enthusiasm for the work she does.

Employee engagement
Normative commitment
Cognitive support
Job enrichment

Ref: Employee engagement refers to an individual's involvement with, satisfaction with, and enthusiasm for the work she does. A recent study of nearly 8,000 business units in 36 companies found that business units whose employees had high-average levels of engagement had higher levels of customer satisfaction, were more productive, had higher profits, and had lower levels of turnover and accidents.

8) People with positive _____ believe in their inner worth and basic competence.

Locus of control

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Self-monitoring behavior  

Core self-evaluations  
Levels of enrichment  

Ref: People with positive core self-evaluations believe in their inner worth and basic competence. They are more satisfied with their jobs than those with negative core self-evaluations.

9) Quietly continuing to do your work, even though you're dissatisfied, is an example of _____ response to dissatisfaction.

exit  
voice  
loyalty  
neglect  

Ref: Loyalty is passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing".

10) Steve is unhappy with his job. He takes every possible vacation and sick day and sometimes shows up for work late. He is expressing his dissatisfaction with a _____ response.

exit  
voice  
loyalty  
neglect  

Ref: Neglect is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.
11) Which of the following is NOT a characteristic of physical ability?

Stamina
Strength
Looks
Dexterity

Ref: Nine basic physical abilities are *dynamic strength, trunk strength, static strength, explosive strength, extent flexibility, dynamic flexibility, body coordination, balance, and stamina*.

12) The relationship between _____ and job performance is likely to be an issue of growing importance during the next decade.

- gender
- marital status
- age
- tenure

Ref: The relationship between *age* and job performance is likely to be an issue of increasing importance during the next decade. Workers 55 and older are currently the fastest-growing sector of the labor force. In addition, federal legislation has outlawed mandatory retirement at the age of 70.

13) According to your text, which is the most likely explanation for the higher absentee rate for women?

- Women tend to have more illnesses that keep them from work than do men.
- Traditionally, women have had the responsibility of caring for home and family.
- Women tend to be less satisfied with their jobs than men and are consequently absent more often.
- Women generally have jobs for which a temporary replacement can be hired so absences are more permissible.

Ref: Nine basic physical abilities are *dynamic strength, trunk strength, static strength, explosive strength, extent flexibility, dynamic flexibility, body coordination, balance, and stamina*. 
Ref: Most research on women's absenteeism rates has been conducted in North America and North American culture has historically placed home responsibilities with women. Traditionally, women have had the responsibility of caring for home and family.

14) _____ is the learning concept of reinforcing closer and closer approximations to the desired new behavior.

Modeling  
- Shaping  
- Classical conditioning  
- Social learning

Ref: We shape behavior by systematically reinforcing each successive step that moves the individual closer to the desired response.

15) An example of _____ is when an employee receives a one-week suspension from work and is fined $200 for stealing company property.

- penalization  
- punishment  
- extinction  
- negative reinforcement

Ref: Punishment is causing an unpleasant condition in an attempt to eliminate an undesirable behavior.

16) Eliminating any reinforcement that is maintaining an unwanted behavior is called _____.

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Ref: Eliminating any reinforcement that is maintaining a behavior is called *extinction*. When a behavior is not reinforced, it tends to gradually be extinguished.

17) All of the following are TRUE about both positive and negative reinforcement EXCEPT:

- Both positive and negative reinforcement result in learning.
- Both positive and negative reinforcement strengthen a response.
- Both positive and negative reinforcement tend to weaken behavior and decrease its subsequent frequency.
- Both positive and negative reinforcement increase the probability of repetition.

Ref: Positive and negative reinforcement result in learning, *strengthening a response* and *increasing the probability of repetition*, while punishment and extinction weaken behavior and tend to decrease its subsequent frequency.

18) A slot machine is an example of _____ reinforcement.

- negative
- intermittent
- continuous
- fixed-ratio

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Ref: In an intermittent schedule, not every instance of the desirable behavior is reinforced, but reinforcement is given often enough to make the behavior worth repeating. Evidence indicates that the intermittent, or varied, form of reinforcement tends to promote more resistance to extinction than does the continuous form.

19) For a salesperson who is paid commission, reinforcement occurs on a _____ schedule.

- variable-ratio
- variable-interval
- fixed-interval
- fixed-ratio

Ref: When the reward varies relative to the behavior of the individual, he or she is reinforced on a variable-ratio schedule. Salespeople on commission are examples of individuals on such a reinforcement schedule, as the reward is variable in relation to the number of successful calls the salesperson makes.

20) The application of reinforcement concepts to individuals in the work setting is referred to as _____.

- classical conditioning
- self-management
- reengineering
- behavior modification

Ref: Behavior modification applies reinforcement concepts to individuals in organizations and has become more popularly called OB Mod. It represents the application of reinforcement concepts to individuals in the work setting.

21) The four management functions include all of the following EXCEPT _____.

- controlling
- planning
- staffing
- __________
organizing

Ref: Fayol's functions of management have been condensed down to four: planning, organizing, leading, and controlling.

22) _____ studies behavior as it relates to concerns such as absenteeism, turnover, productivity, and performance.

 Psychology
 Kinetics
 Organizational behavior
 Ergonomics

Ref: Organizational behavior is a field of study that applies knowledge about individuals, groups, and structure to make organizations work more effectively.

Online Study

23) According to the text, the best approach for obtaining knowledge about human behavior is _____.

 using common sense
 an observational approach
 a theoretical approach
 a systematic approach

Ref: You can improve your predictive ability by replacing your intuitive opinions with a more systematic approach.

24) What behavioral science discipline has made the MOST significant contributions to understanding individual behavior?

 Sociology
 Social psychology
 Psychology
 Anthropology

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Ref: Psychology is the science that seeks to measure, explain, and sometimes change the behavior of humans and other animals. Psychology's contributions have been mainly at the individual or micro level of analysis, while social psychology, sociology, anthropology, and political science have contributed to our understanding of macro concepts such as group processes and organization.

25) ____ has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries.

Anthropology
Psychology
Social psychology
Political science

Ref: Anthropology is the study of societies to learn about human beings and their activities. Much of our understanding of organizational culture, organizational environments, and differences between national cultures is the result of the work of anthropologists or those using their methodologies.

26) ____ means that organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.

Globalization
Workforce diversity
Affirmative action
Organizational culture

Ref: Workforce diversity addresses differences among people within given countries.

27) The ____ assumption assumes that people who are different will want to assimilate.

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**melting-pot**  
workplace diversity  
amoeba  
homogenization  
Ref: The *melting-pot* assumption is being replaced by one that recognizes and values diversity. However, this is being replaced by a set of beliefs that recognize and value diversity.

28) Which of the following groups will NOT increase as a percentage of the workforce?

- Hispanic men and women  
- black women  
- **white males**  
- Asian men and women  
Ref: By 2050, Hispanics will grow from 11% of the workforce to 24%. The percentage of the workforce that is black will increase from 12 to 14 percent and the percentage that is Asian will increase from 5 to 1 percent. White males, who once dominated the workforce, will become a minority.

29) A(n) _____ is a situation in which an employee must define right and wrong conduct.

- problem  
- **ethical dilemma**  
- argument  
- principle  
Ref: An ethical dilemma is a situation in which an employee must define right and wrong conduct. While what constitutes ethical behavior has never been clearly defined, in recent years, the line differentiating right from wrong has become even more blurred.

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30) Individual level independent variables include _____.

- technology
- organizational culture
- **perception**
- human resource policy

Ref: An independent variable is the presumed cause of some change in the dependent variable. *Perception, individual decision making, learning, and motivation* are independent variables that have been shown to affect employee behavior.

31) According to the Myers-Briggs type Indicator, people who are classified as _____. are conceptualizers.

- INTJ
- ESTJ
- **ENTP**
- MBTI

Ref: The **ENTP** type is a conceptualizer. He or she is innovative, individualistic, versatile, and attracted to entrepreneurial ideas. This person tends to be resourceful in solving challenging problems but may neglect routine assignments.

32) In the book Profiles of Genius, thirteen key executives were interviewed and tested and all were found to be _____. types. This result is particularly interesting because this type represents only about five percent of the population.

- **intuitive thinking**
- sensing feeling
- sensing thinking
- intuitive feeling

Ref: The thirteen executives, who created highly successful companies (Apple Computer, FedEx, Honda Motors, Microsoft, and Sony) were all *intuitive thinking* types.

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33) Which dimension of the Big Five model refers to an individual's propensity to defer to others?

- Extroversion
- Openness to experience
- Emotional stability
- Agreeableness

Ref: *Agreeableness* refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting.

34) Individuals with a positive _____ like themselves, see themselves as effective, capable, and in control of their environment.

- narcissism
- propensity
- locus of control
- core self-evaluations

Ref: Individuals with a positive *core self-evaluations* like themselves, see themselves as effective, capable, and in control of their environment. Core self-evaluations are related to job satisfaction.

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35) Individuals who are high in the ____ dimension of personality manipulate more, win more, are persuaded less, and persuade others more.

Rokeach
Aesthetic
**Machiavellianism**
Narcissism

Ref: Individuals who are high in the *Machiavellianism* dimension of personality manipulate more, win more, are persuaded less, and persuade others more. An individual who is high in Machiavellianism is pragmatic, maintains emotional distance, and believes that ends can justify means.

36) According to Rokeach, ____ values refer to desirable end-states of existence.

**terminal**
instrumental
aesthetic
theoretical

Ref: *Terminal* values refer to desirable end states of existence. These are the goals that a person would like to achieve during his or her lifetime. The instrumental values refer to preferable modes of behavior, or means of achieving the terminal values.

37) The most recent entrants to the workforce are ____.
Veterans  
Nexters  
Boomers  
Xers

Ref: This generation, the Nexters, is very money-oriented and desirous of the things that money can buy. They seek financial success. Like Xers, they enjoy teamwork, but they're also highly self-reliant.

38) Which of the following is NOT one of Hofstede's five dimensions of national culture?

- power distance
- language proficiency
- quantity of life vs. quality of life
- long-term orientation

Ref: Hofstede identified power distance, individualism versus collectivism, quantity of life versus quality of life, uncertainty avoidance, and long-term versus short-term orientation.

39) _____ is the degree to which people in a country prefer structured over unstructured situations.

- Power distance
- Individualism
- Uncertainty avoidance
- Long-term orientation

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Uncertainty avoidance is the degree to which people in a country prefer structured over unstructured situations. In countries that score high on uncertainty avoidance, people have an increased level of anxiety, which manifests itself in greater nervousness, stress, and aggressiveness.

40) John Holland argues that job satisfaction is highest and turnover lowest where _____.

- personality and occupation are in agreement
- an individual is highly motivated
- salary is high
- employees have an education

Ref: Holland's theory is based on the notion of fit between an individual's personality characteristics and his or her occupational environment. Each of his six personality types has a congruent occupational environment.

41) _____ is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

- Interpretation
- Environmental analysis
- Perception
- Personality

Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.
42) Which one of the following is NOT a factor that influences perception?

- Target
- **Medium**
- Perceiver
- Situation

The factors that shape and distort perception can reside in the *perceiver*, in the object or *target* being perceived, or in the context of the *situation* in which the perception is made.

43) Because it is impossible for us to assimilate everything we see, we engage in ______.

- selective perception
- memorization
- mental desensitization
- periodic listening

Since we cannot observe everything going on about us, we engage in *selective perception*. This allows us to "speed-read" others.
44) The internment of Japanese-Americans during World War II is an example of _____.

personality
profiling
experience
satisficing

The internment of Japanese-Americans during World War II is an example of profiling. While most Americans look back in shame at the actions the U.S. government took against Japanese-Americans, profiling continues in the U.S. and other countries.

45) Which is NOT one of the steps in the rational decision making model?

Defining the problem
Identifying the decision criteria
Rating alternatives
Selecting the decision that satisfices

The model begins by defining the problem. Once a decision maker has defined the problem he or she needs to identify the decision criteria that will be important in solving the problem. The third step requires the decision maker to weight the previously identified criteria to give them the correct priority in the decision. The fourth step requires the decision maker to generate possible alternatives that could succeed in resolving the problem. Then the decision maker must critically analyze and evaluate each one by rating each alternative on each criterion. The final step requires
computing the optimal decision.

46) Decision makers operate within the confines of _____ i.e., they construct simplified models that extract the essential features from problems without capturing all their complexity.

Individuals operate within the confines of **bounded rationality**. Individuals behave rationally within the limits of a simplified model.

47) _____ is an increased commitment to a previous decision in spite of negative information.

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**Escalation of commitment**

Optimizing decision making
Satisficing decision making
Reengineering
Escalation of commitment refers to staying with a decision even when there is clear evidence that it is wrong.

48) In spite of the fact that short-term stock price changes are essentially random, a large proportion of investors believe that they can predict the direction that prices will move. This is an example of _____.

availability bias
randomness error
confirmation bias
representative error

This is an example of randomness error. In spite of the fact that short-term stock price changes are essentially random, a large proportion of investors believe that they can predict the direction that prices will move.

49) Which of the following is NOT an organizational constraint on decision-making?

Performance evaluation
Reward system
Personality
Formal regulations

Managers shape their decisions to reflect the organization's performance evaluation and reward system, to comply with the organization's formal regulations, and to meet organizationally imposed time constraints. Previous organizational decisions also act as precedents to constrain current decision.
50) Decisions made so as to provide the greatest good for the greatest number are based on 

[utilitarianism] 
justice 
rights 
profits 

The goal of utilitarianism is to provide the greatest good for the greatest number. This view tends to dominate business decision making.

51) Which of the following is NOT a key element in motivation?

[Environment] 
Intensity 
Direction 
Persistence 

The three key elements of motivation are intensity, direction, and persistence.

52) _____ is the drive to become what one is capable of becoming in Maslow's hierarchy of needs.

Social 

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Self-actualization
Physiological
Esteem

**Self-actualization** is the drive to become what one is capable of becoming in Maslow's hierarchy of needs.

53) Which of the following were considered higher-order needs by Maslow?

- physiological, safety, and social needs
- safety, social, and esteem needs
- esteem and self-actualization needs
- social, esteem, and self-actualization needs

**Social, esteem, and self-actualization** were described as higher-order needs.

54) A Theory X manager would assume employees would _____.

- like work
- seek responsibility
- **need to be controlled**
- exercise self direction

Under Theory X, managers assume employees inherently dislike work and will avoid it; must be coerced and **controlled** to achieve goals, will avoid responsibilities, and will display little ambition.

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55) Two-factor theory suggests that extrinsic factors such as _____ cause dissatisfaction.

- advancement
- **working conditions**
- achievement
- recognition

Conditions surrounding the job include factors such as quality of supervision, pay, company policies, physical working conditions, relations with others, and job security. There are hygiene factors.

56) Individuals with a high need to achieve prefer all of the following EXCEPT _____.

- job situations with personal responsibility
- **a high degree of risk**
- overcoming obstacles
- feedback

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High achievers seek situations in which they can attain personal responsibility for finding solutions to problems, in which they can receive rapid feedback on their performance so they can determine easily whether they are improving or not, and in which they can set moderately challenging goals. They dislike gambling with high odds because they get no satisfaction from happenstance success.

57) According to the goal-setting theory of motivation, goals should be _____.

- extremely difficult
- easy
- difficult but attainable
- similar to goals for other organizations

According to the goal-setting theory of motivation, goals should be difficult but attainable.

58) Manager's can increase an employee's _____ through enactive mastery, vicarious modeling, verbal persuasion, and arousal.

- equity
- expectancy
- self-efficacy
- reinforcement

Manager's can increase an employee's self-efficacy through enactive mastery, vicarious modeling, verbal persuasion, and arousal.

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59) _____ exists when an individual perceives that the ratio of their inputs to outcomes is dissimilar to the ratio of relevant others.

Reinforcement
Cognitive dissonance
**Equity tension**
Turnover

_Equity tension_ exists when an individual perceives that the ratio of their inputs to outcomes is dissimilar to the ratio of relevant others.

60) The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual is the ____ relationship.

**Rewards-personal goals**
Performance-reward
Effort-performance
Rewards-effort

The _rewards-personal goals_ relationship is the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

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61) The _____ says that internal rewards are obtained by individuals when they learn that they personally have performed well on a task that they care about.

management by objectives plan
participative decision making model
job characteristics model
performance feedback system

The job characteristics model says that internal rewards are obtained by individuals when they learn that they personally have performed well on a task that they care about.

62) _____ (or cross-training) is the periodic shifting of an employee from one task to another.

Job enlargement
Employee involvement
Job rotation
Job enrichment

Job rotation (or cross-training) is the periodic shifting of an employee from one task to another.

63) _____ may be implemented by combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, and opening feedback channels.

Job enlargement
Employee involvement

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Job rotation

Job enrichment

Job enrichment may be implemented by combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, and opening feedback channels.

64) Susan works from 6 a.m. to 3 p.m. each day, while other employees in her office work from 10 a.m. to 7 p.m. It appears that Susan's employer offers a _____ option.

65) Writers, attorneys, analysts, and employees who spend the majority of their time on computers or on the telephone are natural candidates for _____.

Writers, attorneys, analysts, and employees who spend the majority of their time on computers or on the telephone are natural candidates for telecommuting.

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66) _____ is a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization's success.

MBO
- Employee involvement
- Reengineering
- OB Mod

Employee involvement is a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization's success.

67) A _____ is a group of employees and supervisors who meet regularly to discuss their quality problems and recommend solutions.

- department team
- cooperative group
- evaluation team
- quality circle

A quality circle is a group of employees and supervisors who meet regularly to discuss their quality problems and recommend solutions. Management retains control over the final decision regarding implementation of recommended solutions.

68) Piece-rate plans, merit based pay, bonuses, profit sharing, gainsharing, and employee stock ownership plans are all forms of _____ programs.

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Piece-rate plans, merit based pay, bonuses, profit sharing, gainsharing, and employee stock ownership plans are all forms of \textit{variable-pay} programs.

69) _____ is an incentive plan where improvements in group productivity determine the total amount of money that is allocated.

In \textit{gainsharing}, employees receive either a predetermined or a variable percentage of an organization's profits.

70) The three most popular types of _____ are modular plans, core-plus options, and flexible spending accounts.
The three most popular types of flexible benefit plans are modular plans, core-plus options, and flexible spending accounts.

71) _____ is a generic term that covers a broad range of feelings that people experience.

Affect is a generic term that covers a broad range of feelings that people experience. It is an umbrella concept that encompasses both emotions and moods.

72) Six universal _____ are anger, fear, sadness, happiness, disgust, and surprise.

Six universal emotions are anger, fear, sadness, happiness, disgust, and surprise, with most other emotions subsumed under one of these six categories.
73) _____ is a field of study that examines the extent to which emotions, whether positive or negative, serve a purpose.

**Evolutionary psychology**
Emotional anthropology
Emotional intelligence
None of the above

*Evolutionary psychology* is a field of study that examines the extent to which emotions, whether positive or negative, serve a purpose.

74) _____ is a mood dimension consisting of nervousness, stress, and anxiety at the high end, and relaxation, tranquility, and poise on the low end.

Positive affect
Negative affect
Positivity
Illusory correlation

*Negative affect* is a mood dimension consisting of nervousness, stress, and anxiety at the high end, and relaxation, tranquility, and poise on the low end.

75) _____ occurs when people associate two events, when there is no real connection.

Accelerated formation

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Groupthink

**Illusory correlation** occurs when people associate two events, when there is no real connection. For example, people tend to think that nice weather improves their mood.

76) ____ refers to an employee's expression of organizationally desired emotions during interpersonal transactions at work.

- Emotional labor
- **Emotional Intelligence**
- Mission
- Motivation

*Emotional labor* refers to an employee's expression of organizationally desired emotions during interpersonal transactions at work.

77) Jane is concerned that her company is selling products of very poor quality. However, when meeting with customers, Jane feels obligated to be positive and express confidence about the quality of the product. Jane is likely experiencing _____.

- displayed emotions
- **emotional dissonance**
- deep acting
- self-awareness

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Jane is likely experiencing emotional dissonance. Left unresolved, emotional dissonance can result in emotional exhaustion and burnout.

78) People who exhibit _____ know their own emotions and are good at reading others' emotions may be more effective in their jobs

emotional labor
emotional dissonance
emotional intelligence
emotional dissonance
cognitive dissonance

Emotional intelligence is one's ability to detect and manage emotional cues and information.

79) _____, one of the dimensions of emotional intelligence, is awareness of one's feelings.

Self-management
Self-awareness
Social skill
Empathy

Self-awareness, one of the dimensions of emotional intelligence, is awareness of one's feelings.

80) People in good moods use _____, or rules of thumb, to make decisions.

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People in good moods use *heuristics*, or rules of thumb, to make decisions.

81) The _____ stage in group development which is characterized by uncertainty.

In the *forming* stage, groups are testing the waters and there is considerable uncertainty.

82) The _____ model is effective at describing decision-making within temporary groups, particularly those with deadlines.
The punctuated-equilibrium model is effective at describing decision-making within temporary groups, particularly those with deadlines.

83) ____ groups are defined by the organization's structure.

Informal  
Formal  
Friendship  
Interest

**Online Study**

*Formal groups* are those defined by the organization's structure. Informal groups provide an important service by satisfying their members’ social needs.

84) ____ refers to the attitudes and behaviors that are consistent with a role.

Role perception  
Role identity  
Role expectations  
Role conflict

*Role identity* refers to the attitudes and behaviors that are consistent with a role.

85) ____ describe how others believe you should act in a given situation.
Norms
Stereotypes
Role expectations
Role perceptions

*Role expectations* describe how others believe you should act in a given situation.

86) Which is NOT a common class of norms appearing in most work groups?

- Performance norms
- Appearance
- Termination
- Arrangement

Common classes of group norms are performance norms, appearance norms, social arrangement norms, and allocation of resources norms.

87) What is the relationship between size and group performance?

- The larger the group, the greater the individual productivity.
- *Increases in group size are inversely related to individual performance.*
- Total productivity tends to decline in large groups.
- Group size is not a determinant of individual productivity.

The individual productivity of each group member declines as the group size increases.
88) Which of the following is a strategy to increase group cohesiveness?

Make the group smaller.
Encourage agreement with group goals.
Decrease the perceived difficulty of attaining membership in the group.

Both A and B are correct.

Group cohesiveness can be increased by the following: make the group smaller, encourage agreement with group goals, increase the time members spend together, increase the status of the group and the perceived difficulty of attaining membership in the group, stimulate competition with other groups, give rewards to the group rather than to individual members, and physically isolate the group.

89) Which is NOT a weakness of group decision-making?

Group decisions are time-consuming.
Groups offer increased diversity of views.
Group members suffer from ambiguous responsibilities.
Groups can be dominated by one or a few members.

Weaknesses of group decision making include the fact that they are time consuming, there are conformity pressures in groups, the discussion can be dominated by one or a few members, and there is ambiguous responsibility.
90) Which of the following best describes brainstorming?

- A strategy used to build group cohesiveness.
- A technique that tends to restrict independent thinking. **A process for generating ideas.**
- A strategy when group members cannot agree on a solution.

Brainstorming utilizes an idea-generation process that specifically encourages any and all alternatives, while withholding any criticism of those alternatives.

91) Which of the following does NOT explain the current popularity of teams?

- Teams outperform individuals when the tasks require multiple skills.
- Teams enable organizations to better utilize employee talents. **Teams outperform individuals in all situations.**
- Teams are a means to increase employee motivation.
- Teams outperform individuals when the tasks being done require multiple skills, judgment, and experience. Teams also better utilize employee talents and are more flexible and responsive to changing events than are traditional departments or other forms of permanent groups.

92) _____ is an attribute of work teams which results in a level of performance that is greater than the sum of the individual inputs.

**Synergy**
Enthusiasm
Energy
Initiative

A work team generates positive synergy through coordinated effort. Synergy occurs when the team exhibits a level of performance that is greater than the sum of the individual inputs.

93) _____ teams go farther than problem-solving teams in getting employees involved in work-related decisions and processes.

94) Which is NOT one of the three primary factors that differentiate virtual teams from face-to-face teams?

- The absence of nonverbal and paraverbal cues
- Limited social contact
- Increased social rapport
- The ability to overcome time and space constraints

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In face-to-face conversation, people use paraverbal and nonverbal cues. These help clarify communication by providing increased meaning, but aren't available in online interactions. Virtual teams often suffer from less social rapport and less direct interaction among members. Virtual team members report less satisfaction with the group interaction process as a result.

95) Which of the following is NOT one of the key factors in creating effective teams?

- context
- composition
- cross-functional
- demographics

96) Which of the following skills is required for an effective team?

- Problem-solving skills
- Technical expertise
- Interpersonal skills
- All of the above

To perform effectively, teams need people with technical, problem-solving, and interpersonal skills.
97) Which of the following statements is true concerning the climate of trust?

Interpersonal trust among team members inhibits cooperation.

Interpersonal trust among team members reduces the need to monitor each other's behavior.

Interpersonal trust at team members bonds members at the belief that others will take advice of them if given the opportunity.

Interpersonal trust at team members increases members' aversion to risk.

Interpersonal trust among team members facilitates cooperation, reduces the need to monitor each others' behavior, and bonds members around the belief that others on the team won't take advantage of them.

98) Teams are most effective when staffed with people who are _____.

extraverted
homogeneous
inflexible
intraverted

Teams are most effective when staffed with people who are extraverted, agreeable, conscientious, emotionally stable, and open.

99) _____ considers the age, sex, race, educational level, and length of service of team members.

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Diversity training
Cognitive dissonance
Cohorts
Organization demography

Organization demography considers the age, sex, race, educational level, and length of service of team members.

100) _____ illustrates a process loss as a result of using teams.

101) The _____ initiates a message by encoding a thought.

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The message is encoded by the *sender* and passed by way of some medium to the receiver who retranslates the message. The result is transference of meaning from one person to another.

102) The chief means of conveying messages is _____ communication.

nonverbal
interpersonal
oral
written

The chief means of conveying messages is *oral* communication

103) The _____ communication network is best illustrated by an unstructured committee.

wheel
all-channel
interpersonal
circle

The *all-channel* network is most often characterized in practice by self-managed teams, in which all group members are free to contribute and no one person takes on a leadership role.
104) Grapevine studies have shown that ____ percent of employees hear about matters first through rumors on the grapevine.

50  75  60

A survey found that 75 percent of employees hear about matters first through rumors on the grapevine.

105) Electronic communication includes all of the following EXCEPT:

- internet logs.
- telephone calls.
- videoconferencing.
- e-mail.

Electronic communication includes electronic mail, text messaging, networking software, internet logs, and videoconferencing.

106) ______ refers to the amount of information that can be transmitted during a communication episode.

Feedback

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Filtering
Perception
Channel richness

Face-to-face conversation scores highest in terms of channel richness because it provides for the maximum amount of information to be transmitted during a communication episode.

107) Jake tells his boss only what he believes the boss wants to hear. He is engaging in _____.

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.

108) Which of the following is NOT a barrier to effective communication?

Filtering
Channel richness
Selective perception

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Language

Barriers to effective communication include filtering, selective perception, information overload, emotions, and language.

109) Tannen's research indicates that men use talk to ____, while women use it to ____.

emphasize status; create connection
build relationships; get promotions
establish blame; emphasize status
Create networks; emphasize separateness

The essence of Tannen's research is that men use talk to emphasize status, while women use it to create connection.

110) In _____ cultures, the words themselves are the primary conveyors of meaning.

rich
low-context
symbolic
semantic

In low-context cultures, the words themselves are the primary conveyors of meaning.

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111) Which of the following statements is TRUE?

All leaders are managers.
All managers are not leaders.
The formal rights associated with management provide assurance that managers can lead effectively.
Non-sanctioned leadership is not as important as formal influence.

112) ______ theory states that people are born with certain characteristics that predispose them to being leaders.

Trait
Path-goal
LPC
Contingency

Trait theories of leadership differentiate leaders from nonleaders by focusing on personal qualities and characteristics.

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113) When organized around the Big Five, _____ is the most important trait of effective leaders.

- conscientiousness
- emotional stability
- courage
- **extraversion**

When organized around the Big Five, **extraversion** is the most important trait of effective leaders.

114) _____ is 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.

- conscientiousness
- emotional stability
- courage
- **consideration**

**Consideration** is 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.

115) Fiedler's contingency model assumes that an individual's leadership style is _____.

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Fiedler assumes that an individual's leadership style is fixed.

According to Fiedler's contingency theory, if there is NOT a match of leadership style to the group situation, what should be done?

116) Replace the manager.  
Change the situation to fit the leader.  
Both A and B.  
None of the above.  
First, you can change the leader to fit the situation. The second alternative would be to change the situation to fit the leader. That could be done by restructuring tasks or increasing or decreasing the power that the leader has to control factors such as salary increases, promotions, and disciplinary actions.

117) Hersey and Blanchard's situational leadership theory differs from other leadership theories most clearly because it _____.

identifies specific leadership styles  
focuses on the followers  
makes leadership contingent on the situation  
uses the leadership dimensions of task and relationship behaviors

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Situational leadership is a contingency theory that focuses on the followers.

118) According to LMX theory, which of the following is NOT true of those individual's who fall into the out-group?

- They get less of the leader's time.
- They have leader-follower relations based on formal authority interaction.
- They are trusted.
- They get fewer of the preferred rewards that the leader controls.

"Leader-Member Exchange (LMX) Theory”

The out-group members get less of the leader's time, fewer of the preferred rewards that the leader controls, and have leader-follower relations based on formal authority interactions.

119) A _____ leadership style, identified by House in path-goal theory, leads to greater satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.

- directive
- supportive
- participative
- achievement-oriented

"Path-Goal Theory”

The directive leadership leads to greater satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.

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120) The leader-participation model was developed by _____.

Robert House
Fred Fiedler
George Graen
Vroom and Yetton

"Decision Theory: Vroom and Yelton's Leader-Participation Model"

Victor Vroom and Phillip Yetton developed a leader-participation model.

121) Leaders demonstrate _____ when they use language to influence followers' perceptions of the world, the meaning of events, beliefs about causes and consequences, and visions of the future.

mentoring
influence
framing
vision

Inspirational Approaches to Leadership"

Leaders demonstrate framing when they use language to influence followers' perceptions of the world, the meaning of events, beliefs about causes and consequences, and visions of the future.

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122) Which of the following is NOT true of charismatic leaders?

They have a vision.
They have behavior that is unconventional.
They are willing to take high personal risk.
They are focused on their personal needs.

Charismatic Leadership”

Four characteristics of the charismatic leader have been identified. They have a vision, are willing to take risks to achieve that vision, are sensitive follower needs, and exhibit behaviors that are out of the ordinary.

123) A charismatic leader's _____ is key to follower acceptance.

- energy
- vision
- credentials
- history with the organization

Charismatic Leadership”

A charismatic leader's vision is key to follower acceptance. A vision is a long-term goal or strategy that is based on the attainment of values.

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A leader has five essential qualities: (1) individual capability; (2) team skills; (3) managerial competence; (4) the ability to stimulate others to high performance; and (5) a blend of personal humility and professional will.

Charismatic Leadership

A level-5 leader has five essential qualities: (1) individual capability; (2) team skills; (3) managerial competence; (4) the ability to stimulate others to high performance; and (5) a blend of personal humility and professional will.

The overall evidence indicates that transformational leadership is more strongly correlated than transactional leadership with lower turnover rates, higher productivity, and higher employee satisfaction.

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126) _____ leaders know who they are, know that they believe in and value, and act on those values and beliefs openly and candidly.

Transformational
Transactional
Charismatic
Authentic

"What is Authentic Leadership?"

Authentic leaders know who they are, know that they believe in and value, and act on those values and beliefs openly and candidly.

127) Which of the following is NOT a dimension of trust?

Integrity
Competence
Loyalty
Distance

Trust”

The key dimensions that underlie the concept of trust are integrity, competence, consistency, loyalty, and openness.
128) A _____ is a senior employee who sponsors and supports a less-experienced employee.

mentor
facilitator
leader
coach

"Mentoring"

A mentor is a senior employee who sponsors and supports a less-experienced employee. The mentoring role includes coaching, counseling, and sponsorship.

129) Which of the following is true concerning online leadership?

The digital age can never turn non-leaders into leaders.

**Effective on-line leaders need to develop the skill of deciphering the emotional components of messages.**

Managers whose face-to-face leadership skills are less than satisfactory will not shine on-line.

The on-line leader has received considerable attention from organizational behavior researchers.

"Online Leadership"

Good interpersonal skills may include the abilities to communicate warmth, emotion, trust, and leadership through written words on a computer screen and to read emotions in others' messages. Some managers, whose face-to-face leadership skills are less than satisfactory, may shine online.
130) Which of the following is NOT a substitute for leadership?

- Explicit formalized goals
- Rigid rules and procedures
- Cohesive work groups
- **Professional orientation of employees**

Substitutes and Neutralizers to Leadership”

Organizational characteristics like explicit formalized goals, rigid rules and procedures, and cohesive work groups can replace formal leadership.

131) ____ research emphasizes style; whereas research on ____ focuses on tactics for gaining compliance.

- Power; persuasion
- Communication; politics
- Leadership; power
- Politics; leadership

Contrasting Leadership and Power”

*Leadership* research, for the most part, emphasizes style. In contrast, the research on *power* tends to encompass a broader area and focus on tactics for gaining compliance.
132) A has ____ power over B if A can dismiss, suspend, or demote B, assuming that B values his or her job.

Referent
Reward
Legitimate
**Coercive**

**Bases of Power**

At the organizational level, A has *coercive* power over B if A can dismiss, suspend, or demote B, assuming that B values his or her job. Similarly, if A can assign B work activities that B finds unpleasant or treat B in a manner that B finds embarrassing, A possesses coercive power over B.

133) Avoidance of _____ is why most organizations develop multiple suppliers rather than give their business to only one.

knowledge
dependency
power
independence

"Dependency - Key to Power”

*Dependency* is inversely proportional to the alternative sources of supply.

134) _____ is the only power tactic that is effective across organizational levels.

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Consultation
Rational persuasion
Pressure
Exchange

"Power Tactics”

*Rational persuasion* is the only power tactic that is effective across organizational levels.

135) Most studies confirm that the concept of _____ is central to understanding sexual harassment.

**Power**

Sex
Politics
Locus of control

"Sexual Harassment: Unequal Power in the Workplace”

Most studies confirm that the concept of *power* is central to understanding sexual harassment. This seems to be true whether the harassment comes from a supervisor, a co-worker, or even an employee.

136) _____ occurs when people within organizations use whatever influence they can to taint the facts to support their goals and interests.

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Politicking
Forming coalitions
Playing hardball
Facilitating teamwork
"Politics: Power in Action"

Politicking occurs when people use whatever influence they can to taint the facts to support their goals and interests.

137) Which of the following is NOT an individual factor related to political behavior?

Personality traits
Perceived alternatives
Level of trust
Expectations of success

Factors Contributing to Political Behavior”

An individual's personality as well as investment in the organization, perceived alternatives, and expectations of success will influence the degree to which he or she will pursue illegitimate means of political action.

138) ______ is the process by which individuals attempt to control the impressions others form of them.

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"Impression Management"

The process by which individuals attempt to control the impression others form of them is called impression management.

139) ______ are more likely to engage in impression management, molding their image to fit the situation.

- Individuals with an external locus of control
- High self-monitors
- Senior level managers
- Employees with high power distance

Impression Management"

High self-monitors are more likely to engage in impression management, molding their image to fit the situation.

140) Each of the following is a question your text suggests to analyze ethical questions except:

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Is the action consistent with the organization's goal?
Is the action legal?
Does the action violate rights of other parties?
Does the action conform to standards of equity and justice?

The Ethics of Behaving Politically”

The decision tree asks three questions. The first question to answer addresses self-interest versus organizational goals. The second question concerns the rights of other parties. The final question relates to whether or not the political activity conforms to standards of equity and justice.

Conflict must be _____ by the parties to it.

controlled
understood
perceived
created

"A Definition of Conflict”

Conflict must be perceived by the parties to it. If no one is aware of a conflict, then it is generally agreed that no conflict exists.

The traditional view of conflict argues that conflict _____.
The traditional view of conflict has argued that conflict must be avoided - that it indicates a malfunctioning within the group.

"Transitions in Conflict Thought"

The traditional view of conflict argues that some conflict is absolutely necessary for a group to perform effectively.

143) The _____ view of conflict argues that some conflict is absolutely necessary for a group to perform effectively.

144) ______ conflicts are almost always dysfunctional.

Explicit
Task

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"Transitions in Conflict Thought"

Relationship conflicts are almost always dysfunctional. The friction and interpersonal hostilities inherent in relationship conflicts increases personality clashes and decreases mutual understanding, which hinders the completion of organizational tasks.

145) During the _____ stage of the conflict process, conditions are present that create opportunities for conflict to arise.

"The Conflict Process"

The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise. This is the stage known as potential opposition or incompatibility.

146) Assertiveness is _____.

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the degree to which one party is cooperative

"Stage III: Intentions"

Assertiveness is *the degree to which one party attempts to satisfy his or her own concerns*.

147) Labor-management negotiations over wages exemplifies _____ bargaining.

integrative
cost-effective
**distributive**
third-party

"Bargaining Strategies"

The most widely cited example of *distributive* bargaining is in labor-management negotiations over wages. Labor's representatives come to the bargaining table determined to get as much money as possible out of management. Since every cent more that labor negotiates increases management's costs, each party bargains aggressively and treats the other as an opponent who must be defeated.

148) _____ bargaining builds long-term relationships and facilitates working together in the future.

**Integrative**
Cost-effective
Distributive

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Third-party

"Bargaining Strategies"

*Integrative* bargaining builds long-term relationships and facilitates working together in the future.

149) During which phase of the negotiation process do the parties exchange their initial proposals or demands?

- Preparation and planning
- Definition of ground rules
- Clarification and justification
- Bargaining and problem-solving

"The Negotiation Process"

Once you've done your planning and developed a strategy, you're ready to begin defining the ground rules and procedures with the other party over the negotiation itself. During this *definition of ground rules*, the parties will also exchange their initial proposals or demands.

150) Which of the following is correct about cultural differences in negotiation?

- Japanese negotiators communicate directly and use the word "no" often.
- **In negotiations, Brazilians are likely to use physical contact.**
- North America persuade by appealing to emotions.
- Arabs rely on facts and appeal to logic.

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Global Implications”

While Japanese and North American negotiators were unlikely to exhibit any physical contact other than handshaking, Brazilians touched each other almost five times every half hour.

151) Work specialization is also referred to as _____.

- span of control
- division of labor
- unity-of-command
- job grouping

"Work Specialization”

Work specialization is also referred to as division of labor.

152) At an Alcoa aluminum tubing plant in upstate New York, production is organized into five departments: casting; press; tubing; finishing and inspecting, packing, and shipping. This is an example of ____ departmentalization.

- product
- functions
- geography
- process

"Departmentalization”

This is an example of process departmentalization because each department specializes in one specific phase in the production of aluminum tubing.

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The bureaucracy is characterized by highly routine operating tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command.

The matrix structure violates the unity-of-command concept. Therefore, the matrix has a dual chain of command.

The most obvious structural characteristic of the matrix structure is that it breaks the unity-of-command concept. Therefore, the matrix has a dual chain of command.
155) The ____ is also called the network or modular organization.

The virtual organization is also called the network or modular organization.

156) The boundaryless organization relies heavily on ____.

Because it relies so heavily on information technology, some have turned to calling this structure the T-form (or technology-based) organization.
157) The _____ is a structure characterized by extensive departmentalization, high formalization, a limited information network, and centralization.

- mechanistic model
- organic model
- technology model
- boundaryless organization

"Why Do Structures Differ?"

The mechanistic model has extensive departmentalization, high formalization, a limited information network (mostly downward communication), and little participation by low-level members in decision making.

158) Which of the following is NOT a determinant of an organization's structure?

- Strategy
- Organization size
- Industry
- Technology

"Why Do Structures Differ?"

Determinants of an organization's structure include strategy, organization size, technology, and environment.

159) Changes in corporate strategy precede and lead to _____.

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changes in the environment
better communication
increased productivity
changes in an organization's structure

"Strategy"

Structure should follow strategy. If management makes a significant change in its organization's strategy, the structure will need to be modified to accommodate and support this change.

160) Which of the following generalizations about organizational structures and employee performance and satisfaction is MOST true?

There is fairly strong evidence linking decentralization and job satisfaction.
There is no evidence that supports a relationship between span of control and employee performance.
The evidence generally indicates that work specialization contributes to higher productivity and reduced job satisfaction.
No one wants work that makes minimal intellectual demands and is routine.

"Organizational Designs and Employee Behavior"

There is no evidence that supports a relationship between span of control and employee performance.

161) Institutionalization is the process through which _____.

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individuals become a part of an organization

an organization takes on a life of its own

an individual is offered a life-time position

an organization employs a critical mass of people

"Institutionalization: A Forerunner of Culture"

Institutionalization is when the organization takes on a life of its own, apart from its founders or any of its members.

162) Which of the following is NOT a characteristic of organizational culture?

Attention to detail
Innovation
Formalization
Team orientation

"What is Organizational Culture?"

The characteristics that capture the essence of an organization's culture are innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability.

163) A strong culture builds all of the following EXCEPT ____.

cohesiveness
loyalty
quality
organizational commitment

"Culture's Functions"

A strong culture demonstrates high agreement among members about what the organization stands for. Such unanimity of purpose builds cohesiveness, loyalty, and organizational commitment. These qualities, in turn, lessen employees' propensity to leave the organization.

"Culture as a Liability"

Culture is most likely to be a liability when the shared values are not in agreement with those that will further the organization's effectiveness. This is most likely to occur when an organization's environment is dynamic.

164) Culture is most likely to be a liability when ____.

165) Which of the following is NOT a way that culture is created?

- it increases consistency of behavior
- the environment is dynamic
- management is incompetent
- it reduces ambiguity

Founders hire and keep employees who think and feel the way they do.
Founders indoctrinate and socialize employees to their way of thinking and feeling.

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Founders poll early employees to determine the appropriate cultural values.
The founders' own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs.

"How a Culture Begins"

The process of culture-creation occurs in three ways. First, founders hire and keep employees who think and feel the way they do. Second, they indoctrinate and socialize these employees to their way of thinking and feeling. And, finally, the founders’ own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs.

166) All of the following serve to sustain a culture EXCEPT ______.

selection
formalization
socialization
top management

"Keeping a Culture Alive"

The selection process, performance evaluation criteria, training and career development activities, and promotion procedures ensure that those hired fit in with the culture.

167) ______ is the process that adapts employees to the organization's culture.

Training
Mentoring

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"Keeping a Culture Alive"

Socialization is the process that adapts employees to the organization's culture.

168) Which of the following is NOT a common form by which culture is transmitted to employees?

- Stories
- Selection
- Rituals
- Language

"How Employees Learn Culture"

The most potent forms in which culture is transmitted to employees are stories, rituals, material symbols, and language.

169) Which of the following is NOT identified that managers can create a more ethical culture?

- Visibly reward ethical acts.
- Set aggressive performance goals.
- Communicate ethical expectations.
- Provide protective mechanisms.

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"Creating an Ethical Organizational Culture"

Companies desiring to shape ethical cultures provide visible role models, communicate ethical expectations, provide ethical training, visibly reward ethical acts, and provide protective mechanisms so that employees can discuss ethical dilemmas without fear of reprimand.

170) Which of the following is NOT a characteristic of a spiritual organization?

- Focus on individual development
- Employee empowerment
- **Censorship of employee expression**
- Trust and openness

"Characteristics of a Spiritual Organization"

The five cultural characteristics that tend to be evident in spiritual organizations are a strong sense of purpose, focus on individual development, trust and openness, employee empowerment, and toleration of employee expression.

171) The objective of effective ______ is to match individual characteristics such as ability and experience, with the requirements of the job.

- job analysis
- **selection**
- recruitment
- performance appraisal

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"Selection Practices"

The objective of effective selection is to match individual characteristics such as ability and experience, with the requirements of the job. A model of the selection process includes three stages: initial selection, substantive selection, and contingent selection.

172) _____ tests assess the applicant's ability in an authentic situation.

Written
Background
Personality
Performance simulation

"Substantive Selection"

Performance-simulation tests assess the applicant's ability in an authentic situation. The two best-know performance-simulation tests are work samples and assessment centers.

173) Which of the following was NOT specifically suggested by your author as a general category of employee skills?

Financial
Basic literacy
Problem solving
Interpersonal

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"Types of Training"

The four general skills categories are basic literacy, technical, interpersonal, and problem solving.

174) _____ skills training includes learning how to be a better listener and how to be a more effective team player.

Financial
Technical
Problem solving
Interpersonal

"Types of Training"

Interpersonal skills training includes how to be a better listener, how to communicate ideas more clearly, and how to be a more effective team player.

175) _____ training includes job rotation, apprenticeships, understudy assignments, and formal mentoring programs.

Off-the-job
On-the-job
Performance
E-training

Training Methods”

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On-the-job training includes job rotation, apprenticeships, understudy assignments, and formal mentoring programs.

176) Performance evaluation serves a number of purposes, including determining who gets merit increases and other rewards. This is an example of which of the following functions of performance evaluation?

- Basis for reward allocations
- Provides feedback on employees
- Provides a criterion against which management validates selection and development programs
- Helps managers make human resource decisions

"Purposes of Performance Evaluation”

The text emphasizes performance evaluation in its role as a mechanism for providing feedback and as a determinant of reward allocation.

177) ______ evaluation provides performance feedback from the full circle of daily contacts that an employee might have.

- Graphic rating scales
- BARS
- 360-degree
- Forced comparison

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"Who Should Do the Evaluating?"

360-degree evaluation provides performance feedback from the full circle of daily contacts that an employee might have.

178) John's performance evaluation rates him on a scale of__to 5 for characteristics such as job knowledge and cooperation. John's company is using a ____ performance evaluation system.

forced comparison
written essay
graphic rating scale
critical incident

"Methods of Performance Evaluation"

John's company is using a graphic rating scale performance evaluation system. In this system, a set of performance factors, such as quality or quantity of work, depth of knowledge, attendance, and initiative is listed and rated on a scale.

179) Even the most prestigious of schools has experienced grade inflation. In 1970, the average GPA of students at Princeton was______, while it was______ in 2000.

3.06, 3.43
2.47, 3.22
2.99, 3.40
3.22, 3.56

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"Methods of Performance Evaluation"

Even the most prestigious of schools has experienced grade inflation. In 1970, the average GPA of students at Princeton was 2.99, while it was 3.40 in 2000.

180) Flextime, job sharing, and part-time work are examples of _____ for managing work-life conflicts.

- time-based strategies
- information-based strategies
- money-based strategies
- direct services

"Work-Life Conflicts"

Flextime, job sharing, and part-time work are examples of time-based strategies for managing work-life conflicts.

181) _____ are responsible for initiating and managing change within an organization.

- Change agents
- Innovators
- Team leaders
- Consultants

"Forces for Change"

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Change agents are responsible for initiating and managing change within an organization. These individuals can be managers or non-managers, either insiders or third parties.

182) Stan is trying to implement a new organizational structure at his company. A group of key employees is resisting the change. In an attempt to "buy off" the leaders, Stan is giving them a key role in the change decision. He doesn't really value their opinion, but wants their endorsement. Stan is using the change strategy of _____.

education
cooptation
negotiation
coercion

"Overcoming Resistance to Change"
Stan is using the change strategy of cooptation. Once people discover Stan's motives, this strategy may backfire.

183) Refreezing involves _____.

movement to a new state
retrograde to an old state
making a new change permanent
training employees for change
"Lewin's Three-Step Model"

Refreezing involves making the new change permanent.


- action plan
- implicit strategy
- refreezing model
- 8-step plan

"Kotter's 8-Step Plan for Implementing Change"


185) What of the following best describe action research?

- a financial analysis tool used to evaluate the areas of the organization with the greatest potential for change
- a change process that focuses on the forces driving change and the forces restraining change
- a change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicate
- all of the above

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"Action Research"

Action research refers to a change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicate.

186) ______ is a paradigm that values human and organizational growth, collaborative processes, and a spirit of inquiry.

Organizational development
Change management
Action research
Employee wellness

"Organizational Development"

Organizational development is a paradigm that values human and organizational growth, collaborative processes, and a spirit of inquiry.

187) ______ uses high-interaction group activities to increase trust and openness among team members.

Sensitivity training
Process consultation
Intergroup development
Team building

"Organizational Development"
Team building uses high-interaction group activities to increase trust and openness among team members.

188) _____ seeks to identify the unique qualities and special strengths of an organization and build on these to improve performance.

- Sensitivity training
- Intergroup development
- Process consultation
- Appreciative inquiry

"Organizational Development"

Appreciative inquiry seeks to identify the unique qualities and special strengths of an organization and build on these to improve performance.

189) When errors are detected in _____, the correction process relies on past routines and present policies.

- double-loop learning
- single-loop learning
- survey feedback
- organizational development

"Creating a Learning Organization"

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When errors are detected in single-loop learning, the correction process relies on past routines and present policies.

190) _____ has developed a reputation as one of America's most innovative companies by developing a stream of diverse products, including guitar strings, dental floss, medical devices, and fuel cells.

Procter and Gamble  
General Motors  
American Home Products  
W. L. Gore

"Stimulating Culture of Innovation"

W. L. Gore has developed a reputation as one of America's most innovative companies by developing a stream of diverse products, including guitar strings, dental floss, medical devices, and fuel cells.

191) Which of the following is not a typical written test?

a. intelligence  
b. integrity  
- work sample  
d. aptitude

192) These tests have proven to be particularly good predictors for jobs that require cognitive complexity:

a. Intelligence  
b. Integrity  
c. Work sampling  
d. Aptitude
193) From the late 1960s and mid-1980s, use of written tests declined because they were characterized as:
   a. unprofessional.
   b. discriminatory.  
   c. unreliable.
   d. invalid.

194) Making an individual actually do the job as a test to see if he can do it is:
   a. a performance simulation test.
   b. invalid.
   c. work sampling.
   d. all of the above.

195) The best way for an employer to find out if a potential employee can do a job is by:
   a. the interview process.
   b. a written test.
   c. a day in the office.
   d. a performance simulation test.

196) Hands-on simulations of part or the entire job is:
   a. an assessment center.
   b. an performance-simulation interview.
   c. job simulation assessment.
   d. work sample.

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197) A more elaborate set of performance simulation tests, specifically designed to evaluate a candidate’s managerial potential, is:
   
   a. work sampling.
   b. **assessment centers**.
   c. personality tests.
   d. management development programs.

198) Work samples are widely used in hiring

   a. unskilled labor.
   b. **skilled workers**.
   c. professional workers.
   d. managers.

199) Assessment centers are used specifically to evaluate what level of candidate?

   a. unskilled labor.
   b. skilled workers.
   c. professional workers.
   d. managers.

200) Randy Powell, president of Second Cup Limited, was hired to transform the company into a recognized brand-name organization which would compete directly in the consumer marketplace. Through his experience in various other companies, Randy has learned that one of the most important contributors to success is:

   using technical knowledge as a major force in managing a company.
   developing programs which emphasize company rules and regulations.
   implementing specifically targeted marketing plans.
   developing a broad based system of performance appraisal.
   **developing good interpersonal or people skills.**

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201) All of the following topics and areas of concentration generally constitute the field of OB except:

- international influences.
- interpersonal communication.
- group structure and process.
- leadership.
- work design.

202) Organizational behaviour is generally considered to be all of the following except:

- applying scientific findings to practical organizational problems.
- an applied field.
- a field of study.
- studying what people do in an organization.
- an intuitive analysis of human behaviour.

203) It has become evident that Canadians seem to be expecting more from business and how business leaders conduct themselves and their organizations. All of the following statements are beliefs of Canadians regarding the interrelationship between corporations and society except:

- Corporations should be profitable at any cost.
- Profitable corporations should not lay off workers.
- Corporations need to be accountable to a number of different stakeholders.
- Corporations should play a larger role in society.
- Corporations should assume a greater leadership role in various community activities.

204) In a recent Financial Post survey regarding workplace expectations, 75 percent of the public deemed that the most important aspect of their jobs was:

- higher salaries.
- more work time.
- job satisfaction.
better fringe benefits.
increased union organization.

205) Canadian workers are adapting to a new workplace characterized by the need for training and further skill development. Adaptability mechanisms are many and complex. The recession which affected Canadian industry appears to be in various stages of flux. Many managers have come to realize that one of the most important requirements for maintaining flexibility and adaptability is:

- providing specific and clear rules for conduct.
- **a careful balance of managing expectations between employers and employees.**
- placing less emphasis on training and development.
- placing less emphasis on job satisfaction.
- reducing costly human resource programs.

206) A program that asks managers to reconsider how work would be done and their organization structured if they were starting to develop the company from the beginning is called:

- **re-engineering.**
- MBO.
- TQM.
- diversity training.
- empowerment.

207) One approach that might have merit in improving company effectiveness is to combine some forces which could improve productivity, job satisfaction and ultimate profitability. Some of these forces include:

- **empowering employees, TQM and re-engineering.**
- new rules and regulations to govern employee behaviour.
- major emphasis on efficiency and profitability only.
- hiring more managers to supervise technological development.
- downsizing, layoffs and restructuring.
208) One phenomenon that assists companies in becoming globally connected to
increase business opportunities is:

computerization and telecommunications through the Internet,
buying and installing new and more powerful computers.
devising new systems of import and export regulations.
reducing the emphasis on creating a comprehensive business plan.
developing broadly based marketing plans.

209) Whereas _________ focuses on differences between people from different
countries, _________ addresses differences among people within given countries.

workforce diversity; globalization
globalization; workforce diversity
culture; diversity
culturization; workforce diversity
globalization; culturization

210) If modern day managers do not positively address and manage workforce
diversity, all of the following may become negative outcomes for an organization except:

more difficult communication.
increased creativity and innovation.
more interpersonal conflicts.
potential for higher employee turnover.
less effective consequences of decision making.

211) By managing people well, companies such as Imperial Oil, Royal Bank, Bank of
Montreal and others have recognized that all of the following elements contribute to
success except:

developing recognizable corporate responsibility.
developing a "profit-at-any-cost" environment.
bUILDING long term investment value.
achieving sound financial performance.
growing awareness for developing a team approach.

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212) Managing well is obviously an important factor in organizational success. We know that the best companies to work for have low turnover and generally more satisfied employees. In this type of setting, all of the following have been expressed by employees as reasons for choosing to stay with a company for long periods of time except:

- exciting and challenging work
- chance to change careers within the same company
- chance for challenging overseas assignments
- focus solely on salary
- promise of promotion from within

213) If we know how a person perceives a situation and what is important to him/her, then behaviour is generally:

- controllable.
- predetermined.
- uncontrollable.
- unpredictable.
- predictable.

214) Which behavioural science discipline has made the most significant contribution to understanding individual behaviour?

- sociology
- social psychology
- psychology
- anthropology
- political science

215) The OB subject of "perception" has been most influenced by which behavioural science discipline?

- political science
- psychology
The OB subject of "bureaucracy" has been most influenced by which behavioural science discipline?

social psychology
anthropology
colored red (sociology)
political science
psychology

OB's current state of investigation and study is best described as:

All of OB is based on universal truths proposed by academics, researchers and practitioners. Political forces have a tendency to influence the study of OB and, hence, skew resulting conclusions. There is little disagreement among OB researchers and scholars as to the current state. **OB is practically based on situational or contingency conditions driven by leadership style.** Cause-effect principles, which tend to apply to all situations, have been isolated.

You are working as an assistant to an OB specialist doing research on a project to determine relationships between certain variables and cause-effect situations. The specialist is attempting to determine when people are motivated by pay or salary and when they are motivated by recognition, support and encouragement. By examining the connection between rewards and incentives and motivation under various conditions, the specialist appears to be using which of the following approaches in research?

open-systems approach
color red (contingency approach)
human resources approach
observational approach
scientific management approach

A model is a(n):
abstraction of reality.
response that is affected by an independent variable.

independent variable.
response that is affected by a dependent variable.

dependent variable.

220) The best example of an efficient organization or employee is:

an instructor who teaches larger classes than his or her fellow colleagues.

operating a hospital at the lowest possible cost while achieving higher output.

a telemarketer who makes the required number of calls by the end of the day.

a sales person who acquires the most clients of anyone in the company.

being the most pleasant real estate broker in Toronto.

221) Which of the following could be a positive impact of absenteeism?

disruption of workflow
delay of decision making
decrease in efficiency and effectiveness
reduction in quality of output

reduction of poor employee performance

222) Ruth needs to examine the process of employee turnover in her company and the resultant effects and costs being realized by the company. Upon careful examination of the financial records in her own department, Ruth noted that the following factor stood out as a major cost:

design and development of new evaluation forms.

recruitment, selection and training of new employees.

resistance to new employees by the HR department.

orientation programs for new employees.

resentment of new employees by existing employees.

223) The general attitude toward one's job and the difference between the amount of rewards workers receive and the amount they believe they should receive is known as:

turnover.
total quality management.
Individual-level independent variables include:

- technology.
- organizational culture.
- human resource policy.
- group behaviour.
- perception.

The structure of an OB model includes three basic levels of analysis: individual, group, and organization systems. Issues that influence all three levels in various ways and thus affect behavioural dynamics are:

- change and stress.
- organizational culture and commitment.
- power and politics.
- work design and technology.
- values and attitudes.

The group level analysis in an OB model includes all of the following independent variables except:

- leadership.
- group decision making.
- work teams.
- organizational culture.
- group structure.

According to the OB model, all of the following are characteristics of human output except:

- conflict.
- satisfaction.
- turnover.
- productivity.
- absence.
228) Some of OB's challenges and opportunities include all of the following except:

- reinforcing the importance of traditional methods of management.
- offering specific insights to improve interpersonal and people skills.
- helping us learn to cope in a continuously changing world.
- facilitating the improvement of quality and employee productivity.
- acknowledging individual differences and value of workforce diversity.

229) One of the major frameworks that every individual will need to develop and accommodate throughout their working lives is:

- always work for others since this reduces stress.
- recognize that a contingency approach is of minimum value.
- a continuous process of learning and skill building.
- rely on traditional values since they have worked in the past.
- entrepreneurship is the only hope of survival in the future.

230) Maureen Kempston Darkes is the first woman to head General Motors Canada. Maureen is very much aware of the many challenges that she faces on both a day-to-day and long-range basis. However, she has a firm belief that her employees can contribute to improving company operations. Her colleagues in the industry view her as:

- one who wishes to rigidly maintain the status quo at the company.
- a manager who is focusing solely on the company and her employees.
- a leader who recognizes that labour conflict is not a major concern to her.
- a manager who wishes to remove most of the control systems within General Motors.
- a team player who strives for less hierarchical ways to communicate.

231) In addition to physical location and size, many other factors affect how organizations are structured and how they operate. All of the following statements are characteristic of organizations except:

- They can be located in either the public or private sector.
- They can be unionized or value the benefit of being non-unionized.
- They can be publicly traded or privately held.
- They can operate in the for-profit or non-profit sectors.

[Link to Google Groups]

Managers within the organization always own shares in the firm.

232) The external focus of the competing values framework refers to all of the following except:

- environmental conditions.
- marketplace.
- production processes.
- government regulations.
- technological changes.

233) The flexibility-control dimension of the competing values framework refers to:

- competing demands to balance traditional operations with future needs.
- developing structures that maximize predominantly traditional operations.
- focusing all attentions internally to maintain established operating systems.
- maximizing the internal focus of an organization for maximum productivity.
- maximizing the external focus of an organization for maximum productivity.

234) When we consider leadership in an organization, we typically refer to:

- the person or persons who oversee the activities of others.
- the person or persons developing specific work patterns.
- the person or persons responsible for setting the overall vision.
- the individual who acts solely as the figurehead for the organization.
- the individual who deals with the political issues of organizational function.

235) Managers generally need to develop an approach that will facilitate their effectiveness while achieving the organization's goals. On the control dimension of the competing values framework, managers must:

- set clear goals regarding productivity expectations.
- develop mentoring and facilitating skills.
- serve as innovators and brokers.
- develop skills which will maintain flexibility and discretion.

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inspire employees toward high performance behaviour.

236) The competing values framework identifies a series of roles for which managers and employees facing a changing workplace must develop new skills. The monitor role includes which of the following: skills?

goal setting and management of conflict.
evaluating and responding to routine information.
negotiating agreement and commitment.
teambuilding and developing subordinates.
managing change and delegating effectively.

237) The competing values framework:
is used by organizations to identify individuals best suited for promotion by examining the emphasis they place on various managerial activities.
is the best approach to use for understanding the complexity of managerial roles in a rapidly changing social and technological environment.
helps determine what managers do by categorizing different, but interrelated, sets of behaviours attributable to the responsibilities of a manager.
is one approach used to facilitate development of skills required by successful managers in organizations facing new and complex challenges.
is used by learning organizations to assist them in their acquisition, dissemination and application of knowledge for continued success.

238) Henry Mintzberg concluded that managers are primarily concerned with a variety of functional roles which can be grouped into the following categories:

traditional, communication, networking.
technical, human, conceptual.
planning, organizing, leading.
interpersonal, informational, decisional.
commanding, coordinating, controlling.
239) According to Luthans and his associates, which activity is not part of human resource management?

- staffing
- disciplining
- socializing
- managing conflict
- motivating

240) Which of the following statements is false regarding the study conducted by Luthans and his associates?

A successful manager was defined in terms of how quickly he or she moved up within the organization.
The aspect which distinguishes the average manager from the effective manager from the successful manager is the amount of time and effort devoted to the various managerial activities. **Social and political skills are not as important as performance when one examines the speed of managerial promotion within organizations.**
All managers, regardless of the organizations within which they work, generally engage in similar managerial activities.
The effectiveness of managers was defined in terms of quantity and quality of their performance and the satisfaction and commitment of their subordinates.

241) All of the following statements are true about learning except:

- Learning involves change which can be either positive or negative from an organizational perspective.
- **The change in behaviour resulting from learning is usually temporary or reflexive in nature.**
- Changes in behaviour indicate that learning has taken place, and learning is a change in behaviour.
- Learning requires some form of experience which can be acquired either directly or indirectly. Behavioural changes that result from learning must be relatively permanent.

242) Three common theories have been offered to explain the process by which individuals acquire their patterns of behaviour: classical conditioning, operant

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conditioning and social-learning. Which of the following statements is false when examining these theories?

Any situation in which it is either explicitly stated or implicitly suggested that reinforcements are contingent on some action on your part involves the use of operant conditioning.

As part of classical conditioning, learning a conditioned response involves building up an association between a conditioned and an unconditioned stimulus.

Most behaviour, particularly the complex behaviour of individuals in organizations is emitted rather than elicited; it is voluntary rather than reflexive.

Operant conditioning is passive in nature as it is elicited in response to a specific identifiable event and as such, can explain simple reflexive behaviours.

Social-learning theory, although an extension of operant conditioning, also acknowledges the existence of observational learning and the importance of perception.

243) The classical conditioning theory of learning grew out of

- experiments performed by Ivan Pavlov.
- the work and research of Henri Fayol.
- experiments performed by B. F. Skinner.
- experiments and studies of Robert Katz.
- studies conducted by Luthans and associates.

244) Comfort foods that bring back memories of a certain time and place is an example of

- situational conditioning.
- operant conditioning.
- sensory conditioning.
- associated conditioning.
- classical conditioning.

245) Operant conditioning argues that

- behaviour is reflexive in nature.
- behaviour is not learned.
- behaviour is a function of its consequences.
the tendency to repeat a behaviour is very strong.
observational learning is predominant in creating behaviour.

246) When a response is followed by the termination or withdrawal of something unpleasant, it is called:

manipulation.
positive reinforcement.
**negative reinforcement.**
extinction.
elimination.

247) Suspending an employee who shows up for work drunk is an example of:

extinction.
negative reinforcement.
**punishment.**
poor management practice.
a conditioned response.

248) Eliminating any reinforcement that is maintaining an unwanted behaviour is called:

negative reinforcement.
positive reinforcement.
classical conditioning.
**extinction.**
punishment.

249) All of the following statements are true regarding both positive and negative reinforcement except:

Both result in learning.
Both strengthen desired response and increase probability of repetition.
**Both tend to weaken behaviour and decrease its subsequent frequency.**
Both strengthen job performance.

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Both affect behaviour and interaction with the boss.

250) In a case where an employee is frequently late for work and every time he/she is not tardy, the manager compliments him/her for being on time, the manager is using:

- continuous schedule reinforcement.
- negative reinforcement.
- intermittent schedule reinforcement.
- repetitious schedule reinforcement.
- fixed-interval reinforcement.

251) According to research, the __________ form of reinforcement tends to promote more resistance to extinction than does the __________ form.

- repetitious; intermittent
- intermittent; continuous
- varied; repetitious
- continuous; intermittent
- continuous; varied

252) Examples of how managers can use learning theory include all the following except:

- using lotteries which follow a variable-ratio schedule to reduce absenteeism.
- disciplining employees for undesirable behaviours.
- using various techniques to reinforce management's authority.
- developing effective employee training programs.
- rewarding attendance and good health through implementation of well-pay programs.

253) Which of the following statements does not describe the effect of discipline on employee behaviour?

- It tells employees what not to do.
- It tells employees what to do in the future.
- It produces fast results in the short run.
- It leads to employee frustration and fear of management.
- It increases absenteeism and turnover.
254) Which of the following behaviours would undermine a manager's use of discipline?

Responding with disciplinary action as soon as possible after noticing the violation.
Using due process by providing an opportunity for the employee to explain his or her position.
Providing a warning before initiating disciplinary action.
**Demonstrating fairness and consistency by treating every employee exactly alike.**
Allowing the employee to determine what he or she will do to ensure the violation will not be repeated.

255) Which of the following is false regarding the knowledge development approach to organizational learning?

- Organizations learn through feedback based on previous successes and failures.
- Organizations learn by collecting, interpreting and acting upon information.
- Organizations transfer knowledge to one another by sharing knowledge, impressions and beliefs.
- Organizations tend to look for entirely new processes and procedures to carry out their work.
- Organizations are better prepared to face new challenges for which they have no prior experience.

256) Which learning theory would best serve as a guide to assist organizations in improving the effectiveness of their training programs?

- competing values framework
- classical conditioning
- operant conditioning
- social learning
- reinforcement theory

257) Examples of on-the-job training include all of the following except:

- job rotation.
- apprenticeship.
- **simulation exercises.**
- coaching.
- mentoring.

258) Examples of off-the-job training include all of the following except:

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classroom lectures.
apprenticeship.
simulation exercises.
vestibule training.
use of videos.

259) Interpersonal and problem solving skills may best be learned through:

simulation exercises.
classroom lectures.
videos.
vestibule training.
apprenticeship.

260) A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is called:

interpretation.
environmental analysis.
perception.
outlook.
environmental impact.

261) The focus of a person's attention appears to be influenced by all of the following except:

the person's interests.
the person's past experiences.
the person's motives.
the target itself.
the person's attitudes.

262) The theory that has been proposed to develop explanations of how we judge people differently, depending upon the meaning we assign to a given behaviour, is:

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263) Which of the following is not true about attribution theory?

It attempts to attribute causes to specific behaviours.
The cause of behaviour may be internal.
The cause of behaviour may be external.
**Behaviour can be attributed to one's heredity.**
Different situations may cause different behaviours.

264) Janice is late for work each day by about ten minutes. This behaviour exhibits:

consensus.
similarity.
reliability.
**consistency.**
validity.

265) The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others is known as:

**fundamental attribution error.**
self-serving bias.
selective perception.
consistency.
attribution theory.

266) The tendency of an individual to attribute his own successes to internal factors while placing the blame for failures on external factors is known as:
fundamental attribution error.
self-serving bias.
consistency.
selective perception.
selective judgment.

267) To blame your boss for not giving you a raise you felt you deserved is an example of:

fundamental attribution error.
attribution theory.
self-fulfilling prophecy.
sel****-serving bias.
selective perception.

268) Shortcuts in judging others include all of the following except:

stereotyping.
halo effect.
projection.
sel****-serving bias
contrast effects.

269) When we draw a general impression about an individual based on a single characteristic such as intelligence, sociability or appearance:

we have misjudged the person.
personal bias is in effect.
we are prejudiced.
thel***** effect is operatin****.
we are projecting.

270) One of the shortcuts used to judge others involves evaluating a person based on how he/she compares to other individuals recently encountered. This shortcut is known as:

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selective perception.
prejudice.
projection. contrast effects.
halo effect.

271) People who engage in __________ tend to perceive others according to what they themselves are like, rather than according to what the person being observed is really like.

projection
contrast effects
the halo effect
stereotyping
selective perception

272) When we judge someone on the basis of our perception of the group to which he/she belongs, we are using the shortcut called:
grouping.

categorizing.

273) A trait that is not inherited is:
muscle composition and reflexes.
energy level.
cultural norms.
psychological makeup.
gender.

274) An individual's personality is determined by all the following except:

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Factors that are considered environmental influences on our personality include all the following except:

- birth order.
- heredity.
- culture.
- family norms.
- Protestant work ethic.

"Bob is easy-going at home, but at work he becomes very tense and anxious."
This statement attributes Bob's personality more to which of the following:

- heredity.
- environment.
- situation.
- locus of control.
- internalization.

All of the following personality attributes have potential for predicting behaviour in organizations except:

- Machiavellianism.
- type A personality.
- locus of control.
- conscientiousness.
- propensity for risk taking.

Individuals who rate high in externality:
are less satisfied with their jobs.
have lower absenteeism rates.
are less alienated from the work setting.
are more involved on their jobs.
perceive they have significant control.

279) Characteristics of individuals high in Machiavellianism include which of the following?
maintains emotional distance, highly authoritative, believes in swift discipline
impulsive, emotionally involved, has strong ethical beliefs
pragmatic, maintains emotional distance, believes ends can justify means
focus most of their time on people issues
develops a realistic and empathetic approach to dealing with employees

280) People with high self-esteem:
are less likely to take unpopular stands than low SEs.
tend to be more satisfied with their jobs than low SEs.
tend to be less satisfied with their jobs than low SEs.
tend to be more concerned with pleasing others than low SEs.
generally have lower expectations of success than low SEs.

281) How would you describe an individual who is capable of presenting striking
contradictions between who they are in public and who they are privately?

high self-esteem
low self-esteem
high self-monitoring
low self-monitoring
high risk-taking

282) A risk avoider tends to make decisions:
quickly and with little information.
quickly and with substantial information.
slowly and with little information.

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slowly and with substantial information, only if it is absolutely necessary.

283) Which occupation has the highest risk-taking propensity?

an accountant performing auditing activities
a stock trader in a brokerage firm
a computer technologist
a marketing representative
a clerk in a department store

284) An individual who is aggressively involved in a chronic incessant struggle to achieve more and more in less and less time is a(n):

Type A.
Type B.
Type AB.
extrovert.
self-monitor.

285) All of the following are characteristics of Type A personality except:

They operate under moderate to high levels of stress.
They are generally faster workers.
They feel impatient with the rate at which most events take place.
They strive to achieve two or more goals at once.
They can easily pursue leisure activities without feeling guilty.

286) A Type B personality would be most likely to exhibit all of the following characteristics except:

being easy going.
enjoying leisure and quiet time.
eating meals slowly.
concentrating on only one task at a time.
concentrating on several tasks at a time.

287) Holland's theory argues that job satisfaction is highest and turnover lowest where:

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personality and occupation are in agreement.  
an individual is highly motivated.  
salary is high.  
employees have an education.  
personality and occupation are not in agreement.  

288) A sequence of positions occupied by a person during the course of a lifetime is generally referred to as (a):  

job.  
career.  
career anchor.  
management.  
life-long learning.  

289) Modern opinions regarding organizational responsibility for career development seem to indicate that:  
organizations have an obligation to provide individuals with life-long employment.  
organizations should have formalized employer-directed career planning programs.  
career development should be paternalistic.  
organizations should be supportive as individuals proceed with their own career development.  
organizations should provide networking contacts for their employees.  

290) Power distance is generally defined as the degree to which:  
people in a society accept that power in organizations is distributed equally.  
people in a society accept that values in organizations are distributed unequally.  
a society accepts that power in organizations is a central attribute.  
a society accepts that culture in organizations is relatively stable.  
people in a society accept that power in organizations is distributed unequally.  

291) All of the following statements are correct regarding the importance of values except:  

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Values facilitate the understanding of attitudes and motivation. 
Values influence our perceptions. 
Values can cloud objectivity and rationality. 
Values generally have no effect on job satisfaction. 
Values generally influence attitudes and behaviour.

292) The long-term versus short-term orientation dimension suggests that people with long-term orientation value ____________ whereas individuals with short-term orientation emphasize ____________.

- respect for tradition and fulfilling social obligations; thrift and persistence
- thrift and persistence; respect for tradition and fulfilling social obligations
- relationships and welfare for others; assertiveness and competition
- thrift and persistence; sensitivity and concern for the welfare for others
- thrift and persistence; assertiveness and competition

293) The boomers, one of the broad age groups described by Adams, generally reflect to some extent all of the following stereotypes typical of this generation except:

- rejection of authority.
- skepticism regarding motives of big business and government.
- need for personal autonomy and self-fulfillment.
- strong concern for the environment.
- strong desire for equality in the workplace.

294) Values are:

- synonymous with attitudes.
- flexible and adaptable.
- based solely on perception.
- fairly stable over time.
- consistent among occupational groups.
295) It would appear from observation and research that the values of Canadians have changed substantially in the last ten years. Air Canada determined that all of the following are characteristic of Canadians except:

- Canadians have become more nationalistic and more confident.
- Canadians have become more confident and less nationalistic.
- they are human, caring and humble, while also seeking respect.
- there is currently more emphasis on the individual than the collective.
- there is a strong social conscience among Canadians.

296) The personality of Canadians as compared to Americans is generally reflected by all of the following characteristics except:

- more emphasis on politeness and following rules.
- more pragmatic and less ideological.
- valuing individuality and freedom.
- valuing peace, order and equality.
- demonstrating more shyness and courteousness.

297) According to Hofstede, which of the following countries scored high on the power distance dimension?

- United States
- Germany
- Japan
- Russia
- Netherlands

298) The socialization process and practices that occur during childhood will generally extend into the workplace. This is reflected in the differences between the values and work ethic of Japanese and American employees. American children have been taught early in their formative years to:

- be team players.
- work within the group.
- conform.

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question and analyze.
recount facts.

299) Honeywell Limited, through the efforts of its management, instituted a learning for life program and encourages its diverse workforce to work together effectively. Their diversity training programs have helped people become more committed to the organization. All of the following are results that have been achieved through these programs except:

Employee pride and self-esteem improved dramatically.
Productivity increased by 40 percent.
Inventory was reduced by 60 percent.
Bottom line results were significant.
**Overall company growth remained flat.**

300) Jon is a middle-level manager at Apex Corporation which manufactures electronic switches for the telecommunications industry. Jon has been in his position for about three years and has been heard on several accounts expressing the fact that he likes his job. Jon is expressing his:

- attitude about work.
- values about work.
- perceptions about work.
- frustration by making a positive comment.
- Jon is really not expressing anything significant.

301) Job satisfaction is best described as:

- a behaviour.
- a value.
- **an attitude.**
- a perception.
- a personality trait

302) Job involvement is best defined as a worker's:

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general attitude toward his or her job.
loyalty to the organization.
**identification with the job.**
need to participate in organizational social activities.
**identification with a particular organization**

303) Changing a worker's attitude is not an easy task. To get a worker to change their attitude requires a variety of approaches which can include all of the following except:
presenting strong evidence to support your reasons for wanting an attitude change.
**clearly telling the individual what is expected.**
presenting arguments which fit each individual being targeted for change.
appealing to the individual's fears, frustrations and other emotions.
using a positive and tactful tone when using oral persuasion.

304) Which of the following is not considered to be characteristic of organizational commitment?

psychological identification with one's job
acceptance of goals and values of the organization
**willingness to help the organization achieve its goals**
desire to remain within the organization
**a more enduring response to the organization as a whole than job satisfaction.**

305) Employees are most likely to respond to change efforts made by someone who:

**is liked, credible and convincing.**
has an impressive title.
**is considerably older than the workers.**
is new to the organization.
can develop effective regulations.

306) Cognitive dissonance may be viewed as a(n)
way to change organizational direction.
force encouraging organizational policy changes.
external pressure to organizational values.
external pressure to change one's attitude.

307) As managers increasingly face diversity concerns in the workplace, it becomes incumbent upon them to develop ways and means to deal with these concerns and the related problems. One of the difficulties of dealing with diversity issues is:
determining how to accommodate the needs of diverse employees.
developing adequate rules and regulations to govern work.
determining how to best simplify the various affiliations of individuals.
attempting to develop programs which will assimilate diversity.
determining how to accommodate the needs of the organization.

308) Jobs require a tremendous amount of initiative and activity which sees the worker as interacting with a wider variety of job elements. All of the following are examples of some of those job elements except:
following company policy and regulations.
meeting performance and productivity standards.
interacting with co-workers and management.
performing community service activities.
often living with less than ideal working conditions.

309) The following are all determinants of job satisfaction except:
equitable rewards.
level of education
supportive colleagues.
supportive working conditions.
mentally challenging work.

310) Not all individuals seek money as the single most important factor in a job. Many people willingly accept less money for all of the following reasons except:
to have greater discretion over management practices.
to work in a less demanding job.
to work in a preferred location.
to have greater discretion in the hours they work.
to have greater discretion in the work they do.

311) Despite the fact that the majority of Canadians express overall satisfaction with their jobs, all of the following are factors that companies and managers might examine with a view toward improvement except:

communication of information to employees
developing increased collegial support
implementation of fair and reasonable reward systems better rules and regulations for employee behaviour
devising ways and means to make work more challenging.

312) Research indicates that satisfaction may not lie in the job but in an employee's:

personality.
values.
attitude.
health.
stress level.

313) Management is beginning to realize that an individual's disposition toward life, which seems to hold over time and carries over into his or her disposition toward work, is embodied in the individual's:

value system.
genetic makeup.
attitudes.
level of stress.
general well-being.

314) Managers are advised that manipulating job characteristics, working conditions, rewards and job fit may have little effect on job satisfaction. Instead managers should focus on:

employee selection to screen out individuals who appear to be negative.

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employee selection to screen out individuals who seem to be management material.
employee selection to screen out individuals who have extensive work experience.
testing all employees for specific value characteristics.
selecting employees who have a clear ideology of how rewards should be allocated.

315) Employee dissatisfaction can be expressed in a variety of ways which include all of the following except:

- conforming to company values.
- stealing company property.
- insubordination.
- complaining.
- shirking part of their responsibilities.

316) Attending union meetings as a response to dissatisfaction would be what type of response?

- exit
- voice
- value clarification
- neglect
- loyalty

317) Quietly continuing to do your work, even though you're dissatisfied, is what type of response to dissatisfaction?

- exit
- voice
- loyalty
- neglect
- uncertainty avoidance

318) Evidence suggests that cross-cultural training makes an extremely positive impact upon the organization and the individuals employed there. Cross-cultural training fosters all of the following except:

- higher performance.
- improved relationships.
- focus on preservation of traditional values.

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ability to adjust more rapidly to a new culture.
reduction of expatriate failure rates.

319) A variety of training techniques designed to prepare individuals for foreign work assignments include all of the following except:
documentary programs.
print material on the country's demographics.
role-playing exercises.
**traditional classroom training.**
simulated social settings.

320) Motivation is best defined as:
high performance.
efficient behaviour.
**a willingness to exert high levels of effort.**
being told to exert high levels of effort.
a company's cultural norm.

321) All of the following are assumptions of Theory X except:
Employees will avoid assuming responsibilities.
Employees are lazy and generally dislike work.
Employees will seek formal direction whenever possible.
**People will exercise self-direction if committed to objectives.**
Individuals tend to consider security as the most important factor.

322) A Theory Y employee would:
dislike work.
need to be controlled.
avoid responsibility.
**exercise self-direction.**
display little ambition.

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323) Maslow's hierarchy has five levels of needs. Which of the following is not one of those levels?

safety needs
social needs
motivational needs
self-actualization needs
physiological needs

324) Which step in Maslow's hierarchy of needs theory deals with achieving one's potential?

self-actualization
esteem
safety
social
physiological

325) According to Maslow, when does a need stop motivating?

When it is substantially satisfied.
It never stops motivating.
When one returns to a lower-level need.
When a higher level need comes into focus.
When too many other needs come into focus.

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326) Which one of the following statements about Maslow's hierarchy of needs theory is not true?

The five levels of needs are arranged in hierarchical order.
Physiological needs are the lowest level.
The lower order need must be fully satisfied before the next higher need becomes dominant.
The need hierarchy concept has not been well supported by research.
Managers recognize that motivation can be highly effective when centered on specific needs.

327) Which of the following is not true about the motivation-hygiene theory?

- Working conditions are characterized as hygiene factors.
- Intrinsic factors are motivators.
- Jobs become satisfying when dissatisfying characteristics are removed.
- Responsibility is a satisfier.
- Extrinsic factors are associated with dissatisfaction.

328) Which of the following would be classified by Herzberg as a hygiene factor?

- growth
- company policy
- self satisfaction
- achievement
- responsibility

329) Which of the following is not a criticism of the motivation-hygiene theory?

- No overall measure of satisfaction is utilized.
- The research methodology does not examine productivity.
- The theory is inconsistent with previous research.
- One's attitude toward work can very well determine success or failure.
- Procedures used are limited by methodology.

330) Desire for relationships with those who are significant to us such as family members, supervisors and friends, are examples of Alderfer's:

- existence needs.
- relatedness needs.
- growth needs.
esteem needs.
social needs.

331) Which one of the following statements is not characteristic of ERG theory?

It proposes three groups of core needs: existence, relatedness, and growth.
The theory involves a frustration-regression dimension.
More than one level of needs may serve as motivators at the same time.
**Existence needs must be satisfied before relatedness needs become important.**
ERG theory seems to represent a more valid version of the needs hierarchy.

332) Who proposed that achievement, affiliation and power are three important needs which help explain motivation in workplace situations?

McClelland
Alderfer
Herzberg
Maslow
McGregor

333) The desire for influence and control over others is an example of McClelland's need for:

achievement.
affiliation.
**power.**
esteem.
socialization.

334) Individuals with a high need to achieve prefer jobs which offer all of the following except:

personal responsibility for finding solutions to problems.
**a high degree of risk.**
an intermediate degree of risk.

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rapid feedback so they can determine if their performance is improving. an equal chance of success or failure.

335) The best managers are:

- high in their need for power and low in their need for affiliation.
- high in their need for power and high in their need for affiliation.
- low in their need for power and low in their need for affiliation.
- high in their need for power and high in their need for achievement.
- low in their need for power and high in their need for achievement.

336) Which of the following is inconsistent with goal-setting theory?

- Specificity of goals increases motivation.
- Goals that are certain to be accomplished increase motivation.
- Challenging goals or difficult goals can increase performance.
- Participation in setting goals increases the chances for those goals to be accepted.
- Self-generated feedback is a more powerful motivator than externally-generated feedback.

337) Your personal evaluation of your ability to perform is termed:

- goal setting.
- equity.
- self-efficacy.
- distributive justice.
- goal commitment.

338) The probability perceived by the individual that exerting a given amount of effort will lead to performance is the:

- rewards-personal goals relationship.
- performance-reward relationship.
- effort-performance relationship.
- rewards-effort relationship.
- performance-goal setting relationship.

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339) Expectancy theory is an example of a:

- hierarchical model
- needs-based model
- **contingency model**
- cognitive evaluation model
- goal-setting theory

340) In equity theory, individuals assess the:

- cost-benefit ratio.
- efficiency-effectiveness trade-off.
- quantity-quality trade-off.
- **outcome-input ratio.**
- goal setting-reward ratio.

341) Which of the following is not a referent comparison an employee can use in equity theory?

- self-inside
- **self-goal**
- other-outside
- self-outside
- other-inside

342) When people perceive an imbalance in their outcome-input ratio relative to others:

- an illegal situation is assumed.
- they expect to be promoted.
- **tension is created.**
- turnover is inevitable.
- goal-setting needs to be renewed.

343) If a salaried worker is underpaid, equity theory would predict that:

- quantity will increase.
- quality will increase.

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quantity and/or quality will decrease.
there will be no effect.
goal-setting will need to be modified.

344) If a piece-rate employee is overpaid, equity theory would predict that:

quality will increase.
quantity will increase.
quality will decrease.
there will be no effect.
performance goals would need to be changed.

345) There are several types of justice. Which one is the term for "fairness of the process"?

interpersonal justice
distributive justice
equity
procedural justice
social justice

346) Which employee would be least likely to be motivated by organizational rewards?

one with a low need for affiliation
one with a high need for achievement
one with a low need for achievement
one with a high need for power
one with high need for power and achievement

347) Which of the following is suggested by cognitive evaluation theory?

It would make sense to make an individual's pay noncontingent on performance.
Employees are motivated by a hierarchy of needs.
Extrinsic rewards increase intrinsic rewards.
Needs are divided into higher-order and lower-order categories.
It would make sense to make an individual's pay contingent on performance.

348) Most current motivation theories were developed in the United States by Americans and have a strong emphasis on:

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individualism and quantity of life.
teamwork and quality of life.
teamwork and quantity of life.
risk minimization and consensus.
teamwork and goal setting.

349) Basic literacy training must often be provided by employers because about ______ of Canadians between the ages of 16 and 65 don't have reading skills that match the demands of tomorrow's workplace.

10 percent
15 percent
22 percent
35 percent
42 percent

350) Management by objectives emphasizes participatively set goals that are:
easy to attain.
approved by management.
tangible, verifiable, measurable.
easy to create and develop.
general in nature.

351) For the individual employee, MBO provides:
specific personal performance objectives.
increased monetary compensation.
communication between co-workers.
a means to an end.
a way to keep the company accountable.
352) Since MBO works in an organization from the "top down" as well as from the "bottom up," then if all individuals achieve their goals:

- employees are more likely to be compensated for their efforts.
- their unit's goals will be attained and the organization's overall objectives become a reality.
- the individuals are less likely to be recognized for their work.
- the organization's objectives will suffer.
- operating units function individually without input from other units.

353) An example of an MBO objective is:

- decrease absenteeism.
- increase quality of products by September 1, 2000.
- improve service to all customers.
- cut departmental costs by 10 percent within 2 months.
- gain additional market share.

354) Feedback on an employee's performance leads to:

- lower performance.
- higher performance.
- lower performance in the case of negative feedback.
- higher performance in the case of positive feedback.
- little change in performance.

355) The major benefit of having employees participate in goal setting is:

- that it provides the company with greater financial stability.
- the possibility that more desirable customers will be attracted.
- that it appears to induce employees to accomplish more difficult goals and tasks.
- that it provides more time for management to pursue other activities.
- it takes less time to implement this type of system.

356) Employee recognition can:

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be a potent motivator.
assist with goal setting.
always bring additional salary.
help with MBO program implementation.
lead to unrealistic expectations.

357) Which of the following is true about employee recognition programs?
The best ones recognize individual accomplishments only.
The best ones recognize group accomplishments only.
The best ones recognize individual and group accomplishments.
The best ones use single sources.
The best ones recognize organizational accomplishment.

358) An employee survey in a variety of work settings discovered employees want more:
money.
vacation.
recognition.
discretionary time.
goal setting.

359) When management was asked for the reasons why employees left for jobs with other companies, responses included all of the following except:
lack of goal setting.
lack of recognition.
low compensation.
limited authority.
personality problems.

360) Which of the following are forms of variable-pay programs?
piece-rate, wage incentive plans, bonuses
profit-sharing, bonuses, extended vacations
wage incentive plans, flextime, piece-rate
retirement benefits, extended vacations, wage incentive plans
benefit plans, bonuses, profit-sharing

361) While the process of individual, team and company-wide incentive plans are similar, one factor stands out as being the most important in keeping these plans successful. This factor is:

linking rewards to participative goal setting.
linking performance to appropriate goal setting.
providing adequate employee recognition.
linking employee recognition to organizational goals.
linking rewards to appropriate levels of performance.

362) A formula-based group incentive plan in which improvements in group productivity determine the total amount of money that is to be allocated is called:

profit-sharing.
gainsharing.
variable pay.
a piece-rate plan.
an ESOP.

363) Gainsharing differs from profit-sharing in that:

it rewards specific behaviours that are more influenced by external factors.
employees receive incentive rewards only when a company is profitable.
**it focuses on productivity gains rather than profits.**
it rewards specific behaviours that are less influenced by internal factors.
it focuses on profits rather than productivity gains.

364) Programs that distribute compensation by an established formula designed around a company's profitability are known as:

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gainsharing programs.
variable pay programs.
skill-based programs.
profit-sharing plans.
performance-based programs.

365) A major characteristic of profit-sharing programs is that they:

- encourage employees to focus on the future.
- take into account factors such as customer service.
- focus on past financial results.
- are heavily oriented toward employee development.
- are based on participative goal setting.

366) Performance-based compensation is probably most compatible with:

- Theory Y.
- expectancy theory.
- MBO.
- participative management.
- Maslow's hierarchy.

367) Organizations trying to build a strong team will want to incorporate group-based performance incentives. Employees can be encouraged to make an extra effort to help their team succeed by:

- linking performance to goal setting.
- implementing successful contingency planning.
- linking rewards to company profitability.
- increasing employee development and training.
- linking rewards to team performance.

368) From management's point of view, the appeal of skill-based plans is their:

- flexibility.
Skill-based pay plans are compatible with all of the following except:

- ERG theory
- The achievement need
- Reinforcement theory
- Motivation of professionals
- Equity theory

The purpose of stretch targets is not only to allow employees to stretch their abilities, but to:

- Change the organization's competitive position by altering business processes.
- Develop new and more dynamic compensation strategies.
- Redesign managerial function to improve policy setting.
- Develop rigid and highly specific long-term goals.

Options in flexible benefit programs might include all of the following except:

- Extended disability
- College tuition reimbursement
- Extended vacation time
- Participative management
- Pension plans

Which of the following is not true about motivating professionals?

They are motivated by money.
They are motivated by challenging jobs.
They are loyal to their profession rather than their employer.
They value support.
They want others to think their work is important.

High dissatisfaction is probably inevitable for low-skilled service workers unless:
job scheduling is improved.

**pay and benefits are significantly increased.**

dress code is generally relaxed.

there is opportunity for participative management.

there is greater opportunity for cross training.

374) In recent years, corporate boards have moved towards giving their executives less fixed salary, and:

- they are emphasizing compensation and more rewards linked to performance.
- they have developed assessment systems which consider other factors of performance.
- they have emphasized that research is most important.
- they are emphasizing compensation based on short-term profitability.

**they have increased benefit plans instead.**

375) Individuals who are highly motivated and very much committed to their jobs, tasks, ideas and even nonwork-related activities can perform in a highly effective manner to achieve satisfaction and intended outcomes. In such a situation, all of the following are characteristics of such groups except:

- challenge is a highly focused effort

- the reward is not a central issue

- support from friends and peers is very important

- little or no supervision is required

- willingness to put in long hours of effort

376) All of the following are methods of performance evaluation except:

- critical incidents.
- written essays.

**interviews.**
- graphic rating scales.
- multi-person comparisons.

377) When an appraiser rates a subordinate on a scale that lists job behaviours hierarchically, it is called:

**behaviourally anchored rating scales.**

- critical incident.
graphic rating scale.
multiperson comparison.
individual ranking

378) __________ requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth.

Individual ranking

*Group order ranking*

Paired comparison

Critical incident

Single criterion

379) Through the use of multiperson comparisons, employees are evaluated based on:

- items along a continuum.
- a set of performance factors.
- *group, individual, or paired ranking.*
- graphic rating scales.
- 360 degree evaluation.

380) Which one of the following characteristics is not part of the definition of a group?

- interdependent
- two or more members
- **organizationally assigned goals**
- come together to achieve particular objectives
- interacting

381) The stages of group development are:

- idea generation, implementation, termination.
- initiative, evolution, maturation, decline.
- *forming, storming, norming, performing, adjourning.*
- initiating, storming, norming, performing, adjourning.
382) In the second stage of group development:

- close relationships are developed.
- the group demonstrates cohesiveness. **intragroup conflict often occurs.**
- the job task is performed.
- group objectives are clearly formulated.

383) After which stage of a group's development has the group formed a common set of expectations of member behaviours?

- **norming**
- storming
- forming
- performing
- planning

384) In certain instances, high levels of conflict within a group can be beneficial to high group performance. This is true as long as:

- organizational goals and focus are clear.
- management is committed to controlling group behaviour.
- appropriate rewards are in place for group members.
- unions are supportive of group organization.
- **conflict is directed towards the task and not individuals.**

385) According to the punctuated-equilibrium model, all of the following are true about groups except:

- The first meeting sets the group's direction.
- A transition takes place at the end of the first phase which occurs exactly when the group has used up one third of its allotted time.
- The first phase of group activity is one of inertia.
- The group's last meeting is characterized by markedly accelerated activity.

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The transition initiates major changes.

386) The work group has a distinct set of resources determined by its membership. All of the following are examples except:

- intelligence of the members.
- motivation of the members.
- **external structure**.
- internal structure defining member roles.
- internal structure defining member norms.

387) The more formal regulations that the organization imposes on its employees:

- the more dissatisfied the employees will be.
- the more productive the work group members will be.
- **the more the behaviour of the work group members will be consistent and predictable**.
- the less productive the work group members will be.
- the less satisfied employees will be with their work groups.

388) Millie is a fashion designer who, at the best of times, is under a great deal of pressure to design and produce samples of her work. Although she has several groups of highly skilled individuals to assist in shortening the time interval between design and production, Millie recognizes that limited resources will:

- encourage greater group creativity.
- define new standards for efficiency.
- increase long term profitability
- **have a significant bearing on her groups' productivity**.
- create a reputation of a strong business sense.

389) All of the following are conditions and situations that can significantly enhance a group's performance except:

- an individual's intellectual and task-relevant ability.
- size of the group.
type of tasks being performed.
level of conflict within the group.
formal organizational structure.

390) Formal leadership, roles, group norms, group status and group size are examples of:

structural variables.
role definitions.
status symbols.
perceptions of reality.
organizational structure.

391) The understanding of one's responsibilities and duties is called:

role identity.
role perception.
role expectation.
role conflict.
role performance.

392) Which one of the following is not true about role expectations?

Role stereotypes are derived from expectations.
Behaviour can be determined from expectations.
The psychological contract aids in identifying mutual role expectations by employee and employer.
It is one's own view of how one should behave or act.
It is how others believe one should act in a given situation.

393) The psychological contract is typically characterized as:

"powerful determiner of behaviour in organizations."
"let the employee be aware."
significant expectations from management about employees.

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significant expectations from employees about management.
the psychological contract has no significant meaning in organizations.

394) Roles performed by group members to maintain good relationships within the
group are referred to as:

- norms.
- task-oriented roles
- **maintenance roles.**
- individual roles.
- role expectations.

395) Acceptable standards of behaviour that are shared by the group's members are:

- group norms.
- group rules.
- ideas.
- opinions.
- psychological contracts.

396) Norms that dictate with whom group members eat lunch, friendships on and off
the job, and social games are norms dealing with:

- appearance factors.
- **social arrangements.**
- ethical issues.
- group activity.
- performance factors.

397) "What do you think would be the best approach to this, Jack?" is an example of
which task-oriented role?

- initiating
- harmonizing
- encouraging

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398) From the study conducted by Solomon Asch, we can conclude that:

- individuals usually desire to be visibly different from the group.
- individuals usually resist conformity.
- there are group norms that press us toward conformity.
- normal individuals can assume new roles rapidly.
- individuals usually don't care about group identity.

399) Professional employees and entrepreneurs usually consider which of the following to be a status criteria?

- personal income
- degree of autonomy that comes with job assignment
- size of budgets and staff supervised
- years of seniority and job experience
- growth rate of their companies

400) If you use a group for taking action, what size should be most effective?

- 3
- 6
- 7
- 12
- 15

401) Tendency for employees to exert less effort when working in a group than when working individually is termed:

- status equity.
- conformity.
- compromising.
- social loafing.
- role conflict.
402) When predicting turnover in a work group made up of nine females and one male, we'd predict that:

the male would be most inclined to leave the group.
a female would be more inclined to leave the group than the male.
there is no indication as to who would leave the group.
the individual who had been in the group the longest would be most inclined to leave the group.
the individual who had been in the group the shortest would be most inclined to leave the group.

403) If a group comes under attack from external sources, most research supports the proposition that the:

group will break up.
group's internal conflict will increase.
group's members will shift responsibility for the group onto one another.
**group's cohesiveness will increase.**
group may have a tendency to the forming stage.

404) An action of two or more substances that results in an effect that is different from the individual summation of the substances is known as:

brainstorming.
**synergy.**
efficiency.
nominal grouping.
cohorts.

405) Three types of interdependence are:

imposed, voluntary, and constrained.
systematic, random, and grouped.
**pooled, sequential, and reciprocal.**
random, sequential, and constrained.
imposed, sequential, and reciprocal.

406) The simplest and least costly method for managing intergroup relations it to:

establish a clearly defined hierarchy of decision making.
**establish in advance formalized rules and procedures to govern group behaviour.**

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develop and define liaison roles for communication between interdependent groups.
develop task forces representing a variety of departments.
develop long standing specialized teams.

407) The most frequently used selection practice when hiring new individuals is:

- the interview.
- a written test.
- a performance simulation test.
- work sampling.
- the use of an assessment center.

408) The best way for an employer to find out if a potential employee can do a job is by:

- the interview process.
- a written test.
- a "hands-on" day in the office.
- a performance simulation test.
- the interview process and a written test.

409) Traditionally, organizations have been designed around the:

- individual.
- large group.
- work teams.
- small group.
- work and management teams.

410) While business firms have traditionally been organized around ________, athletic groups have long recognized the importance of ________.

- individuals; teamwork
- teams; individuals
- work groups; individuals
- groups; teamwork
- management; individuals

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411) All of the following helps explain the current popularity of teams except:

Teams typically outperform individuals when tasks require multiple skills, judgment, and experience.
Teams are a way to better utilize employee talents.
Teams are more flexible and responsive to changing events.
Teams can quickly assemble, deploy, refocus, and disband.

**Teams expertly focus on individual performance.**

412) Teams are characterized by which of the following?

- individual and mutual accountability; performing "real work" together
- individual work products which have been identified by a team leader
- meetings run efficiently by a strong and closely focused leader
- effectiveness measured indirectly by its influence on others
- discussion and decision making resulting in delegation of work activities

413) A process where subordinates share a significant degree of decision-making power with their immediate superiors is:

- participative management.
- work councils.
- quality circles.
- representative participation.
- comprehensive involvement.

414) The goal of representative participation is:

- for workers to own the firms they work for.
- to help workers' self-esteem.
- to provide greater distinction between workers and management.
- **to redistribute power within the organization.**
- to help workers with self-esteem and increase confidence.
415) You are a member of a work team whose goal is to improve the efficiency of the production process. Your team is best described as:

cross-functional.
problem-solving.
self-managed.
goal-oriented.
production-oriented.

416) Work groups of employees and supervisors that meet regularly to discuss their quality problems and recommend solutions is a form of participative management called:

department teams.
cooperative groups.
evaluation teams.
quality circles.
goal-oriented teams.

417) Self-managed work teams are generally:

people who take on the responsibilities of their former supervisors.
meet weekly to discuss ways of improving quality, efficiency, and the work environment.
are from different work areas, but they are about the same hierarchical level, and they work together to accomplish tasks.
made up of people from different levels of the organization.
employees who take on responsibilities for other employees unable to make decisions

418) _______ teams are employees from about the same hierarchical level, but they are from different work areas, who come together to accomplish a task.

Self-managed
Problem-solving
Work
Cross-functional
Re-engineering

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419) ___________ teams are an effective way to allow people from diverse areas within an organization to exchange information, develop new ideas and solve problems, and coordinate complex projects.

Self-managed
Problem-solving
Cross-functional
Multifaceted
Quality circle

420) Which of the following is not useful in building trust?

**Keeping your feelings to yourself.**
Demonstrating that you're working for others' interests as well as your own.
Showing consistency in the basic values that guide your decision making.
Demonstrating competence.
Maintaining confidences to demonstrate trustworthiness.

421) You find that in a team situation you are often the one who is good at initiating ideas or concepts. Your role is called:

reporter.
explorer.
upholder.
**creator.**
assessor.

422) People who hold strong convictions about the way things should be done and fight the team's battles with outsiders while supporting internal team members are:

collectors.
producers.
**maintainers.**
assessors.

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In order to reinforce team effort and commitment, managers should consider the use of:

- fixed hourly wages.
- group incentives.
- individual performance evaluations.
- individual piece rate plans.
- flexible benefits.

Successful teams translate their _________ into specific, measurable, and realistic performance goals.

- roles
- common purpose
- norms
- skills
- knowledge

__________ is a characteristic of high performance teams where members believe in the integrity, character, and ability of each other.

- Trust
- Loyalty
- Openness
- Reliability
- Worthiness

__________ is reliability, predictability, and good judgment in handling situations.

- Loyalty
- Competence
- Openness
Consistency
Integrity

427) Studies show that members of cohesive teams have:

lower satisfaction.
higher attrition.
lower absenteeism.
negative performance related norms.
no diversity training.

428) _________ is detrimental to group cohesiveness.

Diversity
Education
Teamwork
Trust
Accountability

429) All of the following are advantages of diversity except:

increased flexibility.
increased creativity.
multiple perspectives.
increased cohesiveness.
greater openness to new ideas

430) Groupthink results in:

higher quality decisions.
more risky decisions.
less critical analysis.
unpopular decision choices.
openness to ideas and innovation.

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431) When managing a diverse team, it is important to keep in mind that:

- the lack of a common perspective means that more time is spent on discussing issues.
- diverse groups are generally less creative.
- communication should be easier because the group is diverse.
- the group may be less open to new ideas because of its diversity.
- it will be easier to reach agreement on specific actions.

432) Your work team has been together for quite a long time, and you feel that they have become less efficient than they once were. In order to reinvigorate the team you might:

- suggest that some team members retire.
- disband the team.
- offer a refresher or advanced training.
- offer individual incentives.
- reinforce the "perfect" process they have developed.

433) Which of the following is not a reason for a mature team's deterioration?

- the internal team process no longer works.
- productivity measures remain constant.
- communication has become unclear.
- conflicts have increased.
- performance has dropped.

434) To perform well as team members, individuals must be able do all of the following except:

- communicate openly and honestly.
- confront differences.
- sublimate personal goals.
- keep a sharp focus on personal needs.
- resolve conflicts.
435) Your company is considering implementing work teams in your Mexico facility. You should find this relatively easy because those employees will have strong ___________ values.

social

collectivist

creative

individualistic

leadership

436) When developing new programs or improving credibility of existing programs aimed at assisting individuals to become team members, all of the following need to be considered except:

- rewards.
- training.
- individual goal setting.
- performance evaluation.
- selection.

437) High performing teams have been found to have all of the following except:

- people with different types of skills.
- commitment to a common purpose.
- individual as well as team accountability.
- clear focus on individual needs.
- high mutual trust.

438) Positive aspects of teams include all of the following except:

- higher levels of productivity
- higher levels of groupthink.
- common commitment to goals.
- improved communication.
- increased employee motivation.

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439) Various factors influence acceptance and success of teams. All of the following are such factors except:

- a market that is unwilling to pay a premium for innovation.
- attitudes which value continual learning.
- employees who enjoy complex tasks.
- a strong basis of mutual trust between management and employees.
- the benefit of combining multiple and diverse skills.

440) Which of the following is not a function of communication?

- emotional expression
- information
- motivation
- interaction
- control

441) Clarification to employees about what is to be done, how well they are doing, and what can be done to improve performance if it is subpar are examples of which function of communication?

- information
- control
- motivation
- emotional expression
- leadership

442) The function of communication that facilitates fulfillment of social needs is:

- emotional expression.
- information.
- control.
- motivation.
- interaction

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The four conditions that affect encoded messages are:

ability, language, timing, and feedback
skill, attitudes, values and leadership capabilities
knowledge, aptitude, timing, and feedback
ability, language, receiver, and channel

As depicted in the communication process model, the source initiates a message by:

making contact with the receiver.
choosing a channel of communication.
encoding a thought.
giving feedback to the sender.
making judgments on intent.

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

coding.
feedback.
channeling.
sourcing.

Communication that flows from one level of an organization to a lower level is:

organizational communication.
nonspecific communication.
downward communication.
directional communication.
informal communication.
447) ___________ is used to provide feedback to higher-ups, inform them of progress toward goals, and relay current problems.

- Upward communication
- Interpersonal communication
- Occupational communication
- Directional communication
- Technical communication

448) In a formal organization, which type of network would be found in direct-line authority relations with no deviations?

- vertical
- directional
- chain
- all-channel
- horizontal

449) The communication network in which there are no restrictions and all members are equal is:

- nondirectional
- wheel
- all-channel
- chain
- horizontal

450) Rumours would most likely flourish in situations where there is:

- planned and well communicated change
- anxiety and ambiguity
- an unimportant issue
- strong leadership
- mutual trust

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451) All of the following are suggestions for reducing the negative consequences of rumours except:

announce timeframes for making important decisions.
explain decisions and behaviours that may seem inconsistent or secretive.
openly discuss worst-case scenarios.
**Ignore the situation—ninety percent of the time the problem goes away.**
explain both positive and negative aspects of future plans.

452) Facial expressions, physical distance, and looking at your watch are all examples of:

kinesics.
**Nonverbal communication.**
informal networks.
verbal communication.
formal communication.

453) The academic study of body motions is:

motionality.
biomechanics.
physiology.
kinesics.
physiotherapy.

454) Which of the following statements is not characteristic of nonverbal communication?

It includes meanings transmitted through facial expressions.  
**It is insignificant and should be ignored in the process of explaining and predicting behaviour.**  
It does not make use of oral processes, speech, or formal language.  
Less is known about it than is known about verbal communication.  
It tends to complicate the verbal communication process.

455) Undue stress regarding oral and/or written communication is known as:

noncommunication.

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communication apprehension.
communication breakdown.
communication absence.
channel blockage.

456) When a person manipulates information so that it will be seen more favourably by the receiver, he is:

- using selective perception.
- filtering information.
- communicating favourably.
- using vertical communication.
- using horizontal communication.

457) The more levels a message must go through to reach the bottom of the organizational hierarchy, the more likely that:

- subordinates will be discontented.
- the power of managers will be diluted.
- written memos will be used.
- filtering will occur.
- there will be a greater need for team development.

458) Which of the following is not a barrier to effective communication?

- filtering
- channel richness
- selective perception
- language
- defensiveness

Barriers to effective communication include filtering, selective perception, information overload, emotions and language.

459) Receivers in the communication process can project their interests and expectations into communications as they decode them. This is called:

- language.
- filtering.
selective perception.
emotions.
communication apprehension.

460) Behaviours which are associated with effective listening skills include all of the following except:

paraphrasing.
avoiding distracting gestures.
interrupting the speaker.
exhibiting appropriate facial expressions.
making eye contact.

461) A recent study found eight factors related to the effectiveness of employee communications. Not included in this list is:

commitment to two-way communication.
matching actions and words.
shared responsibility for employee communication.
shaping the message for the audience.
avoidance of sharing bad news.

462) Open book management emphasizes:

shared information.
emphasis on policy and procedure.
individual accounting practices.
managerial practices
organizational structuring

463) Tannen's research indicates that men use talk to ___________, while women use it to ___________.

emphasize status; create connections
build relationships; get promotions
establish blame; emphasize status
create networks; emphasize separateness
create networks; create connections

464) Which of the following is true regarding the difference between genders when they communicate?

Women apologize less.
Women cast themselves in a superior light.
Women avoid directness and prefer subtlety.
Women appear more confident than men.
Men use talk to emphasize dependence.

465) In dealing with cross-cultural communication, putting oneself in the recipient's shoes is a method termed:
sympathy.
semantics.
symbolic interaction.
empathy.
hypothesis testing.

466) Managers generally dislike providing performance feedback to employees. Which of the following is not a reason for this reluctance?

Managers are uncomfortable discussing performance weaknesses directly with their employees.
Managers fear possible confrontations with employees when presenting negative feedback.
Employees tend to have an inflated assessment of their own performance, making good news "just not good enough."
Managers fear that the human resources department will reject their evaluations, forcing them to modify their ratings.
Employees may challenge the evaluation by criticizing the manager or redirecting the blame to someone else.
467) The model that classifies an individual's tendencies to facilitate or hinder interpersonal communication along the dimensions of exposure and feedback is the: 

managerial grid.
Thomas-Killman Instrument. 
Johari Window.
Herzberg Two Factor Theory.
communication process model.

468) Which of the following is a popular model used by training specialists to assess and categorize communication styles?

Vroom-Yetton model
personality-communication model
situational leadership theory 
Johari Window 
feedback loop

469) Advocates of the Johari Window encourage:

a climate of openness.
cautious communication.
elimination of jargon.
open book management.
a competitive environment

470) How individuals within organizations make decisions and the quality of their final choice is largely influenced by their:

attitudes.
personality.
job satisfaction.
experience.
perceptions.

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471) A disparity between some desired state and the actual condition is defined as a(n):

decision.
criterion.
attribution.
problem.
judgment.

472) Factors that an individual views as important to solving a problem are considered in which step in the rational decision-making model?

problem definition
ranking the criteria
rating the alternatives
**identifying decision criteria**
selecting best alternative

473) Which of the following is Step Three of the rational decision-making model?

*allocate weights to the criteria*
develop the alternatives
identify the decision criteria
evaluate the alternatives
select the best alternative

474) Rationality assumes:

education.
maturity.
**consistency.**
experience.
high intelligence.
475) Most decisions in the real world don't seem to follow a logical or rational process. Which of the following is probably not likely to happen when managers are faced with tough decisions needing to be made in a short period of time?

They are content to find acceptable or reasonable solutions. Most decisions seem to be made by judgment rather than by logical process. Choices and alternatives seem to be confined to the short term. **Optimization is the central focus in arriving at a well-balanced decision.** There is a general lack of creativity in developing solutions.

476) Searching for a solution that is both satisfactory and sufficient is called:

- suboptimizing.
- optimizing.
- **satisficing.**
- simplifying.
- seeking an implicit favourite.

477) When decision-makers construct simplified models that extract the essential features from problems without capturing all their complexity, they are operating within the confines of:

- optimal decision-making.
- intuitive decision-making.
- **bounded rationality.**
- synectics.
- organizational structure.

478) The satisficing decision-maker is best characterized as:

- using the decision confirmation process.
- following bounded rationality.
- searching for consistency.
- **seeking a "good enough" solution.**
- one who seeks optimization.
479) Which of the following conditions would probably not lead to intuitive decision-making?

- **when time is unlimited**
- when facts don't clearly point the way to go
- when a high level of uncertainty exists
- when variables are less scientifically predictable
- when there is little precedent to draw upon

480) If a decision-maker faces a conflict between selecting a problem that is important to the organization and one that is important to a decision-maker:

- **self-interest tends to win out.**
- neither wins.
- the winner is unpredictable.
- he will make a satisficing decision.

481) When the selective use of perspective alters the way an individual might view a situation in formulating a decision is referred to as:

- bounded rationality.
- heuristics.
- risk aversion.
- perception.
- **framing.**

482) The tendency for people to base their judgments on information that is readily available, but may not be accurate is called:

- representative heuristic.
- **availability heuristic.**
- escalation of commitment.
- heuristical fallacy.
- bounded discretion.
483) When an individual believes that they can beat the odds of achieving a satisfactory result even when the known failure rate is high is known as:

- representative heuristic.
- availability heuristic.
- escalation of commitment.
- ignoring the base rate.
- risk aversion.

484) An increased commitment to a previous decision despite negative information is termed:

- escalation of commitment.
- optimizing decision-making.
- satisficing decision-making.
- re-engineering.
- ignoring the base rate.

485) Business students, lower level managers, and top executives tend to score highest in which style of decision-making?

- analytical
- directive
- conceptual
- behavioural
- intuitive

486) CEOs and upper-level management have a tendency to focus on long-range decision-making and concentrate on finding creative solutions to problems. This style of decision-making is called:

- analytical.
- directive.
- conceptual.
behavioural.
intuitive.

487) All of the following are examples of organizational constraints on decision-makers except:

previous organizational decisions which act as precedents.
decision styles and different ways to approach a problem.
organization's performance evaluation and reward systems.
organization's formal rules, policies and regulations.
imposed time constraints and deadlines.

488) Routine decisions made by lower-level workers who rely on considerable guidance on rules and regulations are known as:

nonprogrammed decisions.
historical precedents.
alphas.
system-imposed time constraints.
programmed decisions.

489) John is a middle manager who has just been given a proposal to complete by the end of the week. This means that some of John's work activities will need to be altered and some of his personal life will have to be "put on hold." This is an example of which type of organizational constraint?

deadlines
nonprogrammed
rational-economic
programmed
historical precedents

490) All of the following are major advantages that groups offer over individuals in decision-making except:

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more knowledge.
higher quality decision.
increased diversity of views.
less time consuming.
more complete information.

491) Which of the following correctly describes the phenomenon where a group member will allow her true feelings to be suppressed in order to be accepted by the group?

- groupthink
- grouptank
- groupshift
- compromise
- rationalization

492) When group discussion leads to a significant change in the positions of group members toward a more extreme position, the group has experienced:

- groupshift.
- ambiguity.
- flexibility.
- compromise.
- rationalization.

493) All of the following are explanations for the phenomenon of groupshift except:

Discussion creates familiarization among members.
Our society values risk.
- The group leader usually gets the credit or blame for the group action.
The group diffuses responsibility.
The group tends to become more bold and daring.

494) Which of the following is likely to generate the least innovative alternatives?
face-to-face interacting groups
brainstorming
Delphi technique
nominal group technique
electronic meetings

495) Vroom and Yetton's five leadership styles differ in degree of:
normative characteristics.
task structure.
routineness.
subordinate participation.
task definition.

496) Using analogies and inverted rationale to make the strange familiar and the familiar strange is called:
direct-instruction
attribute listing
lateral thinking
**synectics**
horizontal thinking

497) Utilitarianism is when decisions are made to provide the:
least good for the least number
**greatest good for the greatest number**
greatest good for the decision-makers.
greatest good for the least privileged.
greatest good for the best performers.

498) Managers are being increasingly criticized for their actions and decisions when they utilize the utilitarian method of decision-making. Which of the following is not a utilitarian decision?

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laying off large number of employees
moving production operations to other countries
using impartial means to equitably distribute benefits and costs
selling products with questionable effects on health
raising prices to increase profitability

499) Many companies are developing corporate ethics through a variety of methods and procedures. Which of the following would not foster corporate ethics?

specific examples of situations where there is no right or wrong answer
relying on people to be guided by their conscience
structuring a favourable culture where people will recognize the role of ethics
having management issue specific regulations to be followed by employees
substituting rules and regulations for understood and acceptable values

500) Leaders can be described in all of the following ways except:

They work from high-risk positions.
They have a personal and active attitude toward goals.
They relate to people by the role they play in a sequence of events.
They are concerned with ideas.
They relate to people in intuitive and empathic ways.

501) The theory that some people have specific characteristics needed to be leaders while others do not is called:

behavioural.
contingency.
trait.
path-goal.
situational.

502) Leadership research indicates that trait theories:
have not been adequately researched.
account for the needs of followers.
are the most popular leadership theories.
fail to clarify the relative importance of various traits.
address management principles in a holistic manner.

503) Some research seems to indicate that individuals who are highly flexible in adjusting their behaviour in response to different situations possess the characteristic of:

- high self-monitors.
- low self-monitors.
- guaranteed success.
- dominance.
- dominance and power.

504) If trait research had been successful, we would ______________, whereas if behavioural studies were correct, we would ___________.

- teach people certain traits; teach people certain behaviours
- select the right person for the job; train leaders
- change jobs to suit people; change people to suit jobs
- hire only women; hire either men or women
- teach people managerial principles; teach people certain behaviours

505) The two dimensions of leader behaviour explained in the Ohio State studies are:

- coercion and motivation.
- motivation and charisma.
- employee-oriented and production-oriented.
- initiating structure and consideration.
- power and influence.

506) According to the Ohio State studies, the extent to which a leader shares mutual trust and respect for his/her employees is referred to as:

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employee-oriented behaviour.
task-oriented behaviour.
concern for production.
initiating structure.

507) A leader high in initiating structure would be characterized as doing which of the following?

- focusing on performance evaluation
- helping subordinates with personal problems
- treating all subordinates as equal
- assigning group members to particular tasks
- having concern for subordinates' status and satisfaction

508) Leaders who emphasize interpersonal relations are described in the University of Michigan studies as:

- initiating consideration.
- employee-oriented.
- country club leaders.
- contingency-oriented.
- relationship-oriented.

509) If a leader's main concern is accomplishing his/her group's tasks, the University of Michigan studies labels this leader:

- achievement-oriented.
- employee-oriented.
- single-minded.
- production-oriented.
- goal-oriented.

510) The graphic portrayal of a two-dimensional view of leadership style by Blake and Mouton is known as the:

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least preferred co-worker scale.
leader-participation model.
autocratic-democratic continuum.
Managerial Grid.
path-goal model.

511) According to Blake and Mouton's Managerial Grid, which of the five positions is labelled the "country club" leadership style?

1,1
1,9
9,1
9,9
5,5

512) Blake and Mouton's Managerial Grid has all of the following management styles except:
country club.
authority-obedience.
impoverished.
democratic.
team

513) In the University of Michigan studies, low group productivity and lower job satisfaction were associated with:
production-oriented leaders.
technical-oriented leaders.
employee-oriented leaders.
humanistic leaders.
goal-setting leaders.

514) The leadership behaviours identified by the path-goal theory are:

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participative, directive
achievement-oriented, humanistic
supportive, achievement-oriented
participative, goal-oriented, supportive
**supportive, directive, participative, achievement-oriented**

515) According to the path-goal theory, a leader who consults with employees and uses their suggestions before making a decision is referred to as:

- supportive
- **participative**
- institutional
- charismatic
- directive

516) Which of the following is not an example of a hypothesis that has evolved out of path-goal theory?

- Directive leadership leads to greater satisfaction when tasks are ambiguous.
- Subordinates with an external locus of control will be more satisfied with a participative style.
- Supportive leadership results in high employee performance and satisfaction when subordinates are performing structured tasks.
- Directive leadership will lead to higher employee satisfaction when there is substantive conflict within a work group.
- Achievement-oriented leadership will increase expectations that effort will lead to high performance when tasks are ambiguous.

517) The path-goal theory of leadership tells us that leaders will be perceived most favourably by their subordinates and succeed in exerting most influence over them when their behaviours closely match all of the following except:

- the perceptions that the leader is being helpful.
- **the needs of the organization and shareholders.**
- the perceived ability to lead and manage successfully.
- the needs of their subordinates.

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the characteristics of work requirements.

518) Sometimes leadership may not be important. __________ make(s) it impossible for leader behaviour to make any difference to subordinate outcomes.

Externalities
Neutralizers
Situational variables
Participation
Task structure

519) All of the following are characteristic of the "people" dimension except:

directive.
employee-oriented.
consideration.
supportive.
relationship-oriented.

520) Which of the following is not true of a charismatic leader?
They have a vision and the ability to articulate the vision.
They are sensitive to member needs.
They are perceived as managers of the status quo.
They have behaviour that is out of the ordinary.
They are sensitive to the environment.

521) The type of leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements are:

transactional leaders.
charismatic leaders.
transformational leaders.
employee-oriented leaders.
process-oriented leaders.
522) The type of leaders who believe that they are empowering their employees by giving up their responsibility for leading are:

transcendent leaders.
transformational leaders.
transactional leaders.
laissez-faire leaders.
situational leaders.

523) Which of the following is not a characteristic of a transformational leader?

courage encourages innovative approaches to old problems
inspires exertion of extra effort for goal achievement
uses a management-by-objectives approach
tends to use humour strategies
provides opportunities for learning

524) In a recent survey of senior leaders, the key trait required of CEO's for the year 2000 was:

a strong sense of vision.
integrity.
intelligence.
global abilities.
shareholder equity

525) Leaders of teams find themselves in a role of:

director.
coach.
follower.
high power.
autocrat.
526) All of the following are differences in the inherent leadership styles between women and men except:

Women attempt to enhance followers' self-worth.
Men are more likely to use a directive command and control style.
**Men share power and information.**
Women tend to lead through inclusion and rely on interpersonal skills to influence others.
Men rely on formal authority for their position.

527) Which of the following qualities is not necessary for a person to be an effective follower?

- ability to work without close supervision
- hold higher performance standards than required
- critical thinkers whose knowledge can be trusted
- **aspirations of management or leadership positions**
- commitment to a purpose outside of themselves

528) It is generally considered that leadership is important to an organization's success. All of the following are actions that leaders take to make an organization successful except:

- motivate employees to higher levels of productivity
- control deviations from a standard
- make rapid and firm decisions
- anticipate change and vigorously exploit opportunities
- **practice charismatic standards**

529) Currently the two most popular approaches to leadership are contingency models and the study of:

- leadership neutralizers.
- traits.
- **charisma.**
- leadership substitutes.
- education and experience.
530) Which of the following is not implied in the definition of power?

dependency
discretion
control
persuasion
potential

531) The most important aspect of power is that it:

is necessary for goal achievement.
is the major focus of leadership.
is counterproductive.
tends to corrupt people.
is a function of dependency.

532) Which of the following focuses on the downward influence on one's subordinates?

information
communication
leadership
prestige
power

533) Bases of power refers to:

power characteristics.
whether the power position has a good foundation.
what the powerholder has that gives him or her power.
the elements of power.
leadership characteristics.

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534) The power base of an airline hijacker is:
- coercive
- persuasive
- position
- knowledge
- referent

535) The control of material rewards is known as:
- influence power
- persuasive power
- positive reinforcement power
- coercive power
- reward power

536) The statement "That person can make things difficult for people, and you want to avoid getting him angry" describes someone with what type of power?
- referent
- reward
- legitimate
- coercive
- illegitimate

537) Expert power refers to influence that derives from:
- politics
- special skills or knowledge
- educational institutions
- position
- status

538) A power whose base is identification with a person who has desirable resources or personal traits is termed:

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political.
coercive.
expert.
referent.
legitimate.

539) In which instance will dependency not be created?

- having something that somebody wants
- uncertainty of selling one's product
- possession of specialized knowledge
- empowering and sharing power
- a resource that has no viable substitute

540) In order to identify the power a department has within an organization, a new employee should probably try to answer which of the following questions?

- What proportion of the organization's top level managers came up through the department?
- Has the department's budget allocation been increasing relative to other departments?
- Is the department represented on important interdepartmental teams and committees?
- How does the promotion rate for people in the department compare to other units?

**A new employee should ask all of the above questions.**

541) Power tactics explain:

- how to influence others in an organization.
- the things that motivate people to seek power.
- how to organize power functions.
- **how to translate power bases into specific actions.**
- how to use power for organizational benefit.

542) If a manager threatens to withhold an employee's promotion, which power tactic is being used?

- bargaining
- assertiveness
- **sanctions**

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higher authority
reason

543) Joe comes to you with a request for funds for a project. He reminds you that company policy supports his position. He is using the tactic of:

reason.
cohesion.
bargaining.
assertiveness.
higher authority.

544) When managers seek benefits from a superior, they tend to use:

friendliness.
assertiveness.
coercion.
persuasion.
bargaining

545) When employees are granted total decision-making power for both job content and job context, they have which type of employee power?

task setting
self-management
no discretion
participatory
mission defining

546) When workers can determine how the job gets done, but have no discretion in determining which jobs get done, is known as which type of employee power?

task setting
self-management
no discretion
participatory
mission defining
547) Which of the following is true about coalition formation in organizations?

- seek to minimize their size
- precede use of individual power
- more likely to form when tasks are nonroutine
- **encompass as many interests as possible**
- more likely when there is little interdependence

548) Most studies confirm that the concept of __________ is central to understanding sexual harassment.

- power
- sex
- politics
- locus of control
- common sense

549) Political behaviour is:

- **outside one's specified job requirements.**
- part of each job requirement.
- seen only in large organizations.
- counterproductive to individual goals.
- not related to power.

550) Illegitimate political behaviour includes activities such as:

- bypassing chain of command.
- complaining to your supervisor.
- **groups of employees simultaneously calling in sick.**
- obstructing organizational policies through inaction.
- developing contacts outside the organization.

551) When dealing with office politics, the phrase "apple polishing" could be termed an "effective management" strategy if thought of in what way?

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demonstrating loyalty
facilitating teamwork
couraging change and innovation
developing working relationships
career minded

552) "Improving efficiency" in "effective management labels" is matched with which of the following "political labels"?

- blaming others
- overachieving
- whistle-blowing
- kissing up
- covering your rear

553) An individual most likely to engage in political behaviour would have all of the following except:

- a high need for power.
- a high need to manipulate.
- a low need for security.
- an internal locus of control.
- high self-monitoring.

554) Which one of the following factors is most likely to contribute to political behaviour?

- authoritarian personalities
- employees' high need for power
- organizational culture
- age of the organization
- management's high need for power
"I've got two tickets to the game tonight that I can't use. Take them. Consider it a thank you for taking the time to talk with me." This is an example of which impression management behaviour?

- favour
- flattery
- accounts
- conformity
- association

Which of the following is false concerning impression management techniques?

- Applicants using impression management techniques did better in interviews.
- Applicants using a controlling style during an interview were rated higher.
- Impression management techniques tend to be used more in highly uncertain, ambiguous situations.
- Applicants using a submissive style were preferred because this demonstrated respect.
- Applicants use self-enhancement and self-promotion to reflect confidence.

Hospital physicians referring to patients by their room number or disease are using which defensive behaviour?

- buffing
- depersonalization
- misrepresenting
- stalling
- playing safe

Individuals who rigorously document activity to project an image of competence and thoroughness are using which defensive behaviour?

- buffing
- justifying
- playing safe
- escalation of commitment
- overconforming

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559) In the short run, defensiveness affects the organization by:

delaying decisions.
decreasing interpersonal tensions.
increasing risk-taking.
facilitating change efforts.
forcing strategic planning.

560) Conflict exists only if:

group members are homogeneous.
it is perceived by the parties involved.
group members are diverse.
there are differences of opinion.
there is disagreement with established company policy.

561) A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about is called:

negotiation.
power.
consideration.
conflict.
politics.

562) Conflict is functional if it:

supports managerial objectives.
is satisfying to group members.
causes group members to argue.
results in absenteeism and turnover.
**improves group performance.**
The first stage of the conflict process is called:

cognition and personalization.
behaviour.
**potential opposition.**
outcomes.
intentions.

Research confirms that participation and conflict are:

- positively correlated.
- counterproductive.
- negatively correlated.
- always present together.
- not correlated.

Structural conflict can include all of the following variables except:

degree of specialization.
leadership styles.
universal goal acceptance.
jurisdictional clarity.
tenure.

The conflict-handling intention that combines assertiveness and cooperation is:

collaborating.
competing.
avoiding.
accommodating.
compromising.

The conflict-handling intention that represents the midrange on both assertiveness and cooperativeness is:

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collaborating.
competing.
avoiding.
accommodating.
**compromising.**

568) According to the conflict process, cooperativeness is the degree to which:

- there is an absence of conflict.
- one party attempts to satisfy his or her own concerns.
- both parties work toward a common goal.
- **one party attempts to satisfy the other party's concerns.**
- the organization satisfies its own goals.

569) A method that requires the conflicting parties to confront the basic causes of their conflict in search of a win-win solution is called:

- avoiding.
- collaborating.
- compromising.
- accommodating.
- competing.

570) When the behaviour of the parties is aimed at solving the problem and clarifying the differences, the intention is referred to as:

- collaborating.
- compromising.
- avoiding.
- competing.
- accommodating.

571) When one party is willing to be self-sacrificing in order that the relationship can be maintained, which conflict-handling intention will be used?

- competing
accommodating
collaborating
compromising
avoiding

572) What is conflict management?

achieving desired conflict level
eliminating all conflict
stimulating conflict
avoiding conflict
dysfunctional conflict

573) Which of the following is not a conflict resolution technique?

expansion of resources
problem solving
smoothing
communication
altering the structural variable

574) Altering the human variable, as one conflict resolution technique, involves:

face-to-face meeting of the conflicting parties.
expansion of the resource base.
setting the stage to supposes conflict.
using ambiguous threatening messages.
using behavioural change techniques to alter attitudes.

575) Destructive consequences of conflict upon a group or organization's performance include all of the following except:

a threat to group survival.
a retardation of communication.
achievement of organizational goals.
reduction in group effectiveness.
infighting between group members.
A process in which two or more parties exchange goods or services and attempt to agree upon the exchange rate for them is:

- **negotiation**.
- conflict management.
- economics.
- supply side economics.
- resource allocation.

The bargaining strategy that operates under zero-sum conditions is called:

- win-win.
- unethical.
- integrative.
- **distributive**.
- win-lose.

Labor-management negotiations over wages exemplifies:

- integrative bargaining.
- cost-effective bargaining.
- **distributive bargaining**.
- third-party bargaining.
- organizational bargaining.

The point below which either negotiating party would break off negotiations rather than accept a less favourable settlement is called the:

- resistance point.
- refusal point.
- non-negotiating point.
- negative point.
- target point.

Which bargaining strategy is preferable for use in intra-organizational behaviour?

- positive negotiation
distributive bargaining
integrative bargaining
equal bargaining
organizational bargaining

581) Which of the following is not a step in the negotiation process?

definition of ground rules
bargaining and problem solving
clarification and justification
closure and implementation
evaluation of process

582) Preparation and planning is one step in the negotiation process. This step involves:

developing procedures necessary for implementation.
actual give-and-take in trying to reach an agreement.
anticipating your opponent’s position.
educating and informing each other on the issues.
determining what time constraints, if any, will apply.

583) The clarification and justification step in the negotiation process involves:

hammering out specifics in a formal contract.
assessing what you think are the other party's goals
actual give-and-take in trying to reach an agreement
providing documentation to help support your position.

584) Studies of gender differences in negotiation show:

men are better negotiators.

women are better negotiators.

it depends on the situation

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women are more confident.
no difference exists.

585) In third-party negotiations, a neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions is known as a(n):

mediator.
arbitrator.
conciliator.
consultant.
counsellor.

586) In third-party negotiations, a third party who provides an informal communication link between the negotiator and the opponent is known as a(n):

mediator.
arbitrator.
consultant.
conciliator.
liaison.

587) Which of the following is not an example of how stimulating conflict can provide benefits for the organization?

Conflict is a means through which to bring about radical change.
Conflict facilitates group cohesiveness.
Conflict improves group and organizational effectiveness.
Conflict brings about a much higher level of tension which might be constructive.
Moderate levels of conflict will prevent an organization from stagnating.

588) Which of the following supports the idea that conflict is dysfunctional?

Conflict brings a higher, more constructive level of tension.
Conflict helps effective managers build teamwork.
Conflict facilitates group cohesiveness.
Conflict improves group effectiveness.
Conflict improves organizational effectiveness.

589) Organizational structure is made up of key elements. Which of the following is not one of these elements?

decentralization
co-ordination
span of control
chain of command
centralization

590) Which of the following is one of the six key elements a manager needs to consider when designing an organization's structure?

job design
feminine organization
virtual organization
eliminating chain of command
work specialization

591) For much of the first half of this century, managers viewed which of the following as an unending source of increased productivity?

formalization
work specialization
delegation
centralization
departmentalization

592) Human diseconomies from specialization can include all of the following except:

low turnover.
low productivity.
boredom.

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increased absenteeism.
fatigue.

593) One of the most popular ways to group activities is by:

process.
product.
geography.
customer.
functions.

594) Sun Petroleum Products departmentalizes by fuels, lubricants, and waxes and chemicals. This is an example of departmentalization by:

functions.
process.
customer.
product.
job design.

595) When jobs are grouped together by functions it is known as:

departmentalization.
work specialization.
centralization.
formalization.
job structuring.

596) Which type of departmentalization achieves economies of scale by placing people with common skills and orientations into common units?

functional
process
product
geographic

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technical

597) Which of the following trends is gaining momentum in the 1990s?

- using only one type of departmentalization
- using less departmentalization
- using more customer departmentalization
- geographic departmentalization
- process departmentalization

598) The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed:

- chain of command
- authority
- power
- unity of command
- power and authority structure

599) Which principle states that a person should have one and only one superior to whom he or she is directly responsible?

- span of control
- unity of command
- authority
- power
- chain of command

600) What is span of control?

- pushing decisions down to lower-level employees
- concentrating decision-making on one specific point in the organization
- centralization
- number of subordinates a manager can effectively direct
- empowering lower-level employees

601) Centralization refers to:
the geographic dispersion of an organization.
the development and maintenance of power in an organization.
the degree to which decision-making is concentrated at a single point in the organization.
the decision-making process.
team decision-making.

602) In an organization that has high centralization:

the corporate headquarters is located centrally to branch offices.
all top level officials are located within the same geographic area.
top managers make all the decisions--lower-level managers merely carry out directions.
decision discretion is widely dispersed throughout the organization.
problems can be quickly and efficiently solved.

603) The degree to which jobs within an organization are standardized is referred to as:
routineness.
formalization.
job classification.
job variation.
centralization.

604) In a highly formalized organization, job behaviours are relatively:
flexible.
nonprogrammed.
discretionary.
programmed.
non-existent.

605) Employee discretion is inversely related to:

complexity.
standardization.
centralization.
technology.
decentralization.

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606) Which of the following structures is characterized by centralization, high
formalization, extensive departmentalization, and a limited information network?

- technology model
- organic model
- job satisfaction model
- job structure model
- mechanistic model

607) Which organization is characterized by very formal rules, centralized authority,
and narrow spans of control?

- simple
- matrix
- boundaryless
- bureaucracy
- virtual

608) The matrix structure combines which two forms of departmentalization?

- simple and functional
- functional and product
- product and organic
- organic and mechanistic
- virtual and team

609) The strength of the matrix structure is its:

- ability to facilitate co-ordination.
- low economies of scale.
- adherence to chain of command.
- increased formalization.
- advantage of unity of command.

610) Which of the following problems is most likely to occur in a matrix structure?
employees receiving conflicting directives
decreased employee motivation
loss of economies of scale
decreased coordination efforts
decreased response to environmental change

611) Which structure breaks down departmental barriers and decentralizes decision-making to the level of the work team?

virtual
team
boundaryless
feminine
modular

612) Which type of organization outsources major business functions?

boundaryless
feminine
innovative
virtual
modular

613) The innovation strategy is characterized by:

avoiding unnecessary costs.
a mixture of loose with tight properties.
low specialization and low formalization.
tight controls over current activity.
looser controls for new undertakings.

614) Which dimension of an organization's environment refers to the degree to which it can support growth?

capacity
Which dimension of an organization's environment refers to the degree of instability?

615) volatility
complexity
structure
technology

616) Each of the following is an advantage of being a small company competing with larger companies except:

Niche markets have taken away some of the advantages of larger companies.
Large size may restrict creativity.
Technology favours the small firms.
Small firms can be more cost efficient.
Strategic alliances provide opportunity to share developmental costs.

617) Which of the following seek(s) to identify task characteristics of jobs, ways in which these characteristics are combined to form different jobs, and their relationship to employee motivation, satisfaction and performance?

re-engineering
task characteristic theories
process value analysis
theory of distinctive competencies
skills and competencies theory

618) Task characteristics theories seek to identify all of the following except:

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how the task characteristics of jobs are combined to form different jobs.  
the relationship of task characteristics to motivation.  
**which task characteristics are reviewed first when forming different jobs.**  
the relationship of task characteristics to satisfaction and performance.  
task characteristics of jobs.

619) The job characteristics model describes jobs in terms of all of the following  
extcept:

- employee personality.  
- task identity.  
- feedback.  
- skill variety.  
- autonomy.

620) Task significance is the degree to which the:

- job provides substantial freedom and discretion.  
- job requires completion of a whole piece of work.  
- job requires a variety of different activities.  
- job has a substantial impact on other individuals.  

621) In terms of the job characteristics model, nursing the sick in a hospital intensive care unit exemplifies:

- high task identity.  
- low task identity.  
- high skill variety.  
- **high task significance.**  
- low task significance.

622) The predictive index suggesting the motivation potential in a job is called the:

- task autonomy score.
JCM score.

motivating potential score.
growth-need score.
job complexity score.

623) Which of the following statements is not true?

People who work on jobs with high-core job dimensions are generally more motivated.
People who work on jobs with high-core job dimensions are generally more productive.
People who work on jobs with high-core job dimensions are generally less satisfied.
Job dimensions operate though the psychological state in influencing personal outcome variables rather than influencing them directly.
People who work on jobs with high-core job dimensions are generally more satisfied.

624) Which of the following is consistent with the social information processing model?

People respond to their jobs as they perceive them.
Co-workers have little influence on an employee's perception of a particular job.
Job characteristics impact behavioural outcomes.
Managers have little to do with the way an employee views his/her job.
Employee responsibility impacts job structure.

625) Which of the following is not an option a manager has if she wishes to redesign or change the make-up of employee jobs?

job enlargement
job rotation
job enrichment
job specification
team-based design

626) Josie works on a production line at an automobile manufacturing plant installing right front fenders. She is concerned because now she has been assigned to do several different jobs while each auto is at her station. Josie is experiencing:

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team-based work.
job specification.
job enrichment.
job enlargement.
cross-training.

627) What is a vertical expansion of jobs?

job enlargement
job rotation
job enrichment
promotion
cross-training

628) All of the following are conditions which should be met to ensure the success of a work group except:

Group members should be homogeneous to reduce potential for conflict.

Group membership should be moderately diverse in terms of talents and perspectives.
Members should possess interpersonal as well as task skills.
The group must be sufficiently large to perform the work.
Individual members must have the necessary expertise to do their work.

629) Which is a philosophy of management that is driven by the constant attainment of customer satisfaction through the continuous improvement of all organizational processes?

technology
TQM
re-engineering
process value analysis
MBO

630) All of the following have been noted as failures of TQM except:

Sometimes firms were not actually performing TQM; they were just calling it that.
Employees were not provided with the adequate training necessary.
Management introduced TQM in a piecemeal fashion rather than as a coherent strategy.

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Managers did not appreciate the complexity of changes involved. **Potential for an increase in earnings and profits does not exist.**

631) Which of the following refers to the process whereby management rethinks and redesigns those processes by which the organization creates value and does work, thus ridding itself of antiquated operations?

- TQM
- technology review
- re-engineering
- MBO
- technology advancement

632) Which of the following is not an example of distinctive competencies in the re-engineering process?

- core processes
- more knowledgeable personnel
- superior technical support
- comprehensive service
- lower prices

633) Determination to what degree each organizational process adds value to the organization's distinctive competencies is referred to as:

- competitive assessment.
- re-engineering.
- process value analysis.
- TQM.
- motivating potential score.

634) The re-engineering process requires reorganization around horizontal processes. Which of the following is not part of this process?

- use of cross-functional teams
- use of self-managed teams
- eliminating levels of middle management
- focusing on process rather than function
- increasing levels of upper management

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While both TQM and re-engineering place an emphasis on satisfying the customer and the processes involved, they differ in how this is achieved. Which of the following is not part of the TQM process?

TQM seeks to make incremental improvements.
TQM seeks to improve something that is basically okay.
**TQM is initially driven by top management.**
TQM relies on bottom-up, participative decision-making.
TQM relies on employee participation in the implementation stages.

The re-engineering process is characterized by a series of beliefs and actions. Which of the following is not part of the re-engineering process?

discarding irrelevant practices and starting over again.
realizing significantly large increases in performance.
process is autocratic and non-democratic.
employee discretion about how the process will be handled.
driven by top management.

Integrating computer-aided design, engineering and manufacturing to produce low-volume products at mass-production costs is accomplished through:

employee productivity systems.
process value analysis.
re-engineering efforts.
TQM systems.
flexible manufacturing systems.

Flexible manufacturing systems are:

repealing the laws of economies of scale.
attempts to control materials usage.
closely related to TQM.
a result of worker obsolescence.
attempts to control work flow.

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639) Job redesign in Canadian companies is largely modified or resisted by the various unions who are part of these companies. Some unions, however, have been influenced by their membership at least to begin looking at the context of their own jobs. Which of the following is definitely supported by unions?

value opportunity for skill development
basic wages determined through collective bargaining
desire to do more interesting work
share benefits of work redesign
focus on quality improvement

640) It is generally agreed that flexible work arrangements have significant benefits for both employees and the companies involved. All of the following have been reported as benefits except:

reduced stress and anxiety.
"willingness to go the extra mile."
interference with child and/or elder care.
reduced turnover.
increased productivity.

641) It has been proposed that in situations where the work process requires significant start-up and shutdown periods, an organization may improve its productivity by implementing:

modern technology.
compressed workweeks.
participative management.
employee incentives.
flext ime.

642) A work scheduling option that increases employee discretion is:

compressed workweeks.

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flextime, a 4-40 program.
job rotation.
shorter workweeks.

643) The major drawback to flextime is that:
the workplace tends to be unorganized.
employees try to arrive late and leave early.
**it is not applicable to every job.**
productivity tends to be lower.
increased absenteeism.

644) The practice of allowing 2 or more people to split a 40-hour-a-week job is termed:
job rotation.
**job sharing.**
job enlargement.
job enrichment.
team-based design.

645) When a manager located in Vancouver reports to an executive in Toronto regarding work being done in Calgary, this is an example of:
job sharing.
**telecommuting.**
job enriching.
job friendly.
satellite communication.

646) The origin of culture as an independent variable affecting an employee's attitude and behaviour can be traced back fifty years ago to the notion of:
industrialization.
**institutionalization.**
organization.
capitalization.
business ethics.

647) Which of the following is not true about institutionalization?

- It operates to produce common understandings about fundamentally meaningful behaviour.
- An organization becomes valued for itself, not merely for the goods or services it produces.
- It becomes obsolete when its original goals are no longer relevant.
- It acts in the same manner as organizational culture.
- It takes on a permanence and identity of its own separate from the people within it.

648) A common perception held by the organization's members, or a system of shared meaning is referred to

- the organizational chart.
- **organizational culture.**
- a ritual.
- formalization.
- a belief system.

649) The key characteristic of organizational culture which addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization is termed:

- team orientation.
- attention to detail.
- outcome orientation.
- **people orientation.**
- risk-taking.

650) The key characteristic of organizational culture which assesses the degree to which organizational activities emphasize maintenance of the status quo as opposed to growth is:

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team orientation.
aggressiveness.

**stability.**
outcome orientation.
attention to detail.

651) Minicultures within an organization, typically defined by departmental designations and geographical separation are often called:

mixed cultures.
strong cultures.
dominant cultures.
subcultures.
mini bureaucracies.

652) The dominant culture is:

the sum of the subcultures.
the culture of the industry leader.
synonymous with the organization's culture.
the degree of sharedness.
management's perception about the organization.

653) Observing the physical surroundings, characterizing the style of the people and examining the degree of formalization of rules and regulations are all ways to:

get a job at an organization.
change the culture of an organization.
"read" the culture of an organization.
reduce barriers to change.
increase barriers to change.

654) Which of the following terms is not part of the definition of a strong culture?

highly influential
intensely held values
widely shared values
**high structural values**
core values

655) A strong culture will have the greatest impact on which dependent variable?
satisfaction
productivity
absence
goal achievement
**turnover**

656) A strong organizational culture increases behavioural consistency and therefore can act as a substitute for:
institutionalization.
**formalization.**
socialization.
leadership.
followership.

657) Which of the following is not a function of culture?
conveys a sense of organizational identity
facilitates commitment to something larger than individual self-interest
**improves the organization's ability to hire competent employees**
creates distinctions between organizations
guides and shapes the attitudes and behaviour of employees

658) In the 1990s, the role of culture in influencing employee behaviour seems to:
have no effect.
have minimum value.
**be increasingly important.**
be decreasing in importance.
be disappearing.

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As organizations have widened spans of control, flattened structures, introduced teams, reduced formalization and empowered employees, the ________ provided by a strong culture ensures that everyone is pointed in the same direction.

- rules and regulations
- shared meaning
- material symbols
- language
- hiring practices

Culture is a liability in all of the following except when:

- shared values will not further the organization's effectiveness.
- hiring diverse employees.
- it creates a barrier to a merger.
- **it increases the acceptable range of values and styles.**
- makes an acquisition decision difficult.

Consistency of behaviour is an asset to an organization when it faces:

- a dynamic environment.
- an unknown environment.
- **a stable environment.**
- massive changes.
- major organizational restructuring.

The ultimate source of an organization's culture is:

- top management.
- the selection process.
- the country in which it operates.
- **its founders.**
- the business planning process.

The force(s) that play a part in sustaining a culture include all of the following except:

- promotion procedures.
- **stakeholder equity.**
career development activities.
performance evaluation criteria.
actions of senior executives.

664) The selection process helps candidates learn about the organization; and if they perceive a conflict between their values and those of the organization, they should:

wait until they are hired to change the organization.
express their concerns at the time of the interview.
enlighten the organization as to appropriate changes.
self-select themselves out of the applicant pool.
inform the organization about its incongruent value system.

665) The stage of the socialization process which encompasses all the learning that has occurred prior to a new member joining the organization is called:

prearrival.
job training.
orientation.
metamorphosis.
encounter.

666) Which of the following is not a part of the socialization process?

all the learning that occurs before joining the organization
seeing what the organization is really like
relatively long-lasting changes that take place
recognizing that reality and expectations may diverge

making new employees change their previously held personal value systems

667) If there is a basic conflict between the individual's expectations and the organization's expectations, the employee is most likely to be disillusioned and quit during which stage?

anxiety
prearrival

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668) According to the socialization model, the stage when a new employee adjusts to his/her work group's values and norms is called:

- commitment.
- metamorphosis.
- acceptance.
- encounter.
- resolution.

669) Outcomes of the socialization process include:

- adaptation, adjustment, commitment.
- productivity, commitment, turnover.
- turnover, reality check, consensus.
- orientation, productivity, commitment.
- orientation, adaptation, adjustment.

670) In which entry socialization option would role models be deliberately withheld?

- collective
- informal
- variable
- serial
- random

671) Which of the following is an example of divestiture socialization?

- military boot camp
- mentoring programs
- fraternity pledges
- probationary periods
orientation seminars

672) Which of the following would probably not contribute to the establishment of a culture?

- use of employee councils through which employees can voice their concerns
- having employees serve on the hiring committee to evaluate and recommend potential employees
- monthly newsletters providing financial information about the company
- paying little attention to hiring criteria since individuals can be appropriately trained
- free herbal teas and hot organic vegetarian meals subsidized by the company

673) Which of the following is not one of the four most potent ways to learn about an organization's culture?

- employee handbook
- stories
- rituals
- material symbols
- language

674) By learning the language of an organization and the units within organizations, members:

- attest to their acceptance of culture
- are assured that they will be retained
- become brainwashed
- reject organizational culture
- conform to managerial directives and values

675) The major benefit to creating a family-friendly workplace is that it:

- reduces absenteeism
- appeals to both men and women
- improves employee morale and productivity
- facilitates recruitment and retention of first-class workers
reduces the amount of overtime necessary.

676) Which of the following is not a force for change in organizations today?

dynamic environment
demands for efficiency
**societal diversity**
changing technology
societal infrastructure

677) Phrases such as "more responsive to employees," "more team oriented," and "leaner, more productive" are all examples of which force for change?

technology
world politics
**nature of the workplace**
social trends
stakeholder values

678) Second-order change is all of the following except:

radical.
linear.
multidimensional.
multilevel.
discontinuous

679) When an individual wishes to change structure, he or she has the option of:

changing people's expectations.
changing people's behaviour.
**altering authority relationships.**
altering physical layout arrangements.
modifying the way work is processed.
680) All of the following are methods which can be used to change structure except:

- modification of compensation systems.
- redefining job descriptions.
- combining departmental responsibilities.
- redesigning jobs and work schedules.
- **altering physical layout arrangements.**

681) Managerial and employee attitudes and behaviours can be changed through processes of:

- automation and computerization.
- systems and process analyses.
- development of a vision statement.
- development of new job descriptions.
- **communication and problem solving.**

682) In its simplest sense, organizational culture:

- determines what computer systems are to be employed.
- determines the best customers to be selected for the company.
- **represents the mindset of managers and employees.**
- represents the basis on which physical facilities are changed.
- represents and focuses upon the shareholders.

683) Change efforts to overcome the pressures of both individual resistance and group conformity is called:

- refreezing.
- teamwork.
- planned change.
- mobilization.
- **unfreezing.**
684) To move from the status quo requires all of the following except:
overcoming conformity.
increasing the driving forces.
reducing resistance. **increasing the restraining forces.**
increasing attractiveness of alternatives.

685) All of the following statements are characteristic of an effective change process except:
"Let's paint the big picture for everyone in the company."
"Everyone must contribute freely to discussions and problem solving."
"Make certain that we use our mistakes to solve problems and learn new approaches."
"Let's develop a clear set of rules and regulations to control everyone's behaviour."
"There will be a little something extra on your year-end salary."

686) You have heard that the department is going to reorganize. You are opposed to the reorganization because you fear you may lose your job. Your reason for resistance is:
security.
habit.
economic factors.
limited focus of change.
cynicism.

687) Individuals resist change for all of the following reasons except:
habit.
economic factors.
fear of the unknown. **threat to expertise.**
cynicism.

688) All of the following are sources of organizational resistance to change except:
structural inertia.
**selective information processing.**

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limited focus of change.
threat to established power relationships.
threat to established resource allocations.

689) Which of the following is a source of organizational resistance to change?
cynicism
habit
**group inertia**
economic factors
security

690) If individuals resisting change are included in making change decisions in name only in an attempt to gain their support, it is called:
co-optation.
participation.
manipulation.
coercion.
facilitation.

691) Which of the following is not a tactic for dealing with resistance to change?
cooperation
coercion
education
negotiation
support

692) When your manager suggests negotiation as a method to reduce resistance to change, he means:
establishment of a collective bargaining committee on each side of the issue.
the exchange of something valuable for agreement to reduce resistance to change.
the use of threats or force to obtain compliance.
the use of co-optation to obtain compliance.
manipulation of facts to make the situation appear more attractive.

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693) Exchanging something of value for a lessening of resistance to change is best defined by which of the following tactics?

- coercion
- negotiation
- participation
- manipulation
- co-optation

694) The application of direct threats or force upon resisters is called:

- power
- co-optation
- manipulation
- coercion
- authority

695) Which of the following is not true with regard to the politics of change?

- The impetus for change is likely to come from individuals who are new to an organization.
- Change is a threat to status and position.
- The impetus for change is more likely to come from long-term managers within an organization.
- Change implies political activity.
- Radical change is too threatening.

696) Which of the following is not true about stress?

- It is associated with demands.
- It is caused by uncertainty regarding an outcome.
- It can be an opportunity.
- When stress occurs, it should be reduced.
- It is caused by not being able to do what is desired.

697) Which of the following is not a factor related to organizational stress?

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698) There are several potential sources of stress. When pressures are created by other employees causing a lack of social support, the factor of stress involved is: 

interpersonal demands.
organizational leadership.
role demands.
organizational structure.
task demands.

699) All of the following statements pertaining to stress are true except:

Stress can improve employee performance.
Stress is additive in nature.
People react differently to stress situations.
Individual factors do not affect stress in the workplace.
Stress can be caused by job design and working conditions.

700) Which of the following was not identified as an individual variable moderating the relationship between potential stressors and experienced stress?

achievement need
locus of control
perception
job experience
social support

701) Which of the following is most likely to be associated with high stress?
considerable job experience
external locus of control
workaholic personality
impatience and competitiveness
internal locus of control

702) A person who strives for perfection, is very competitive, and typically seeks to accomplish more in a shorter period of time than others, is said to have:

- a type B personality.
- a type A personality.
- high performance evaluations.
- an absence of stressors.
- a higher risk for heart disease.

703) Which of the following is not a time management principle?

- make daily lists of activities to be accomplished
- do the tasks you enjoy before those you dislike
- schedule activities according to priorities
- schedule demanding tasks for the periods of time when you are most alert
- prioritize activities by importance and urgency

704) If somebody is described as having a “Type A” personality, which of the following behaviors would you be least likely to witness?

- a. doing things rapidly (eating, walking, speaking)
- b. impatience
- c. preoccupation with measuring things
- d. “laid-back” interpersonal style
- e. a tendency to attempt to do two or more things at the same time.

705) Attitudes:

- a. are excellent predictors of behavior.
- b. can be changed through information but are very difficult to change through experience.
- c. are evaluative statements or judgments concerning people, objects, events or ideas; job satisfaction is one example of an attitude.
- d. are never influenced by cognitive dissonance.
- e. depend heavily on organizational design.

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706) Although often criticized for various reasons, Frederick Herzberg’s ‘motivation-hygiene’ model of work motivation has been influential in management circles. What does his model claim?

a. that satisfaction and dissatisfaction are simply the opposite ends of the same continuum.
b. that hygiene factors are completely irrelevant to motivation.
c. that all the sub-components of the hygiene factors are equally important sub-components of motivational factors.
d. that dealing with hygiene factors will, at best, reduce dissatisfaction while the satisfiers that actually motivate people are for the most part attributes of the work itself.
e. that employees are motivated by extrinsic rewards.

707) Expectancy theory explains work motivation in terms of:

a. the valence (or value) of an outcome and the subjective probabilities that effort will lead to that outcome.
b. the balance between inputs and outcomes for the individual and his/her frame of comparison.
c. Maslow’s hierarchy.
d. Alderfer’s ERG model.
e. an irrational, subconscious processes.

708) Which of the following is not part of the group development process?

a. forming
b. storming
c. performing
d. reforming

709) It is advantageous for groups to have effective norms. Which of the following is the least plausible argument for the importance of norms?

a. Norms facilitate group survival.
b. Norms increase the predictability of group members’ behavior.
c. Norms reduce the likelihood of interpersonal embarrassment among group members.
d. Norms articulate what is distinctive about the group’s identity.
e. Norms make it unnecessary for the group to develop distinctive roles for its members.

710) Which of the following statements about group size is (or are) true?

a. Small groups are generally quicker at completing tasks than large groups.
b. Large groups are generally better at problem-solving than are small groups when the problems involved are complex.
c. ‘Social loafing’ is more likely to occur in larger groups.
d. Groups with an odd number of members are generally preferable to groups with an even number of members.

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Which of the following is (or are) characteristics of effective teams?

a. a clear sense of purpose
b. a norm of ‘civilized disagreement’ to deal with inevitable conflicts with the team
c. informality
d. decisions based on honest expressions of differences with a commitment to support the ultimate decision of the team

e. all of ‘a’–’d’ are characteristic of effective teams.

Which of the following mechanisms for coordinating the work of different groups generally requires the greatest commitment of organizational resources?

a. rules and procedures
b. hierarchy of authority
c. liaison roles
d. task forces
e. integrating departments

The basic communication model includes several stages, including ‘encoding’ a message, ‘transmitting’ a message, ‘receiving’ the message, and ‘decoding’ the message. What is missing from this list that is needed to assure accurate communication?

a. the transmission stage
b. the technology dimension
c. the receiver’s ‘readiness’ to hear
d. the feedback loop
e. the formal network

Normative models of decision-making emphasize the importance of rational processes and objectivity. Research on how decision-making takes place has suggested that purely rational processes are impossible or impractical, and that people respond to this problem of “bounded rationality” by:

a. going along with the group
b. making random or arbitrary decisions
c. applying a decision standard the researchers refer to as “satisficing”.
d. abandoning reason for intuition
e. getting stalled out … as some would put it, ‘paralysis by analysis.’

Sometimes the choice exists as to whether to assign a particular decision to an individual or to a group. Although groups have many advantages, they also have certain negative attributes. Which of the following are legitimate concerns about group decision-making?

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a. They are time consuming which means potential delay and the productive of several people being tied up.
b. Conformity pressures can mute the advantages of multiple points of view.
c. It is not uncommon for a group to be dominated by one or a few members.
d. Group decisions provide an ambiguous sense of responsibility – people can avoid responsibility and sometimes caution is not used.

e. All of ‘a’-'d’ are legitimate concerns about what can often happen in groups.

716) Leadership is widely thought to be an important element in organizational effectiveness. Which of the following approaches to leadership was developed first?

a. behavioural (‘one best way’) theories
b. contingency (‘it depends on _____’) theories
c. trait (‘the great man/woman’) theories

d. structural (‘formal authority’) theories
e. none of ‘a’-'d’ came appreciably before the others

717) Leaders who influence others with consideration and intellectual stimulation, and who possess charisma are referred to as:

a. ‘new-age’ leaders
b. ‘transactional’ leaders
c. ‘transformational’ leaders
d. ‘laissez-faire’ leaders
e. ‘formal’ leaders

718) If a person has the right by virtue of his or her formal position to expect you to comply with his/her work-related requests, this person has _______ power over you.

a. coercive
b. reward
c. legitimate
d. expert
e. referent

719) Which of the following is associated with the ‘organic’ model of organizational design (as opposed to the ‘mechanistic’ model)?

a. high specialization
b. high emphasis on chain of command
c. centralization
d. formalization
e. none of ‘a’-'d’; all of them are more associated with the ‘mechanistic’ model

720) Concerning organizational cultures,
a. a strong culture is a more productive environment

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b. a weak culture is a more productive environment

c. the specific culture that contributes to positive effectiveness is well known

d. the stronger the culture, the more influential it is on employee behavior

721) Shared organizational values are
a. unconscious, affective desires or wants that guide society's behavior
b. influenced by international values

c. different for the various components of a diverse work force

d. a myth

722) Which of the following best explains why an employee behaves as s/he does?
a. The environment is the most important consideration in understanding individual employee behavior.
b. Both the environment and individual differences are important considerations in understanding individual employee behavior.
c. Neither the environment nor individual differences are important considerations in understanding individual employee behavior.
d. Employee personality and attitudes are primarily dictated by the environment.

723) Motivation is important to managers because
a. it is a significant contributor to high performance
b. it does not explain the differences in intensity of behavior
c. it explains the differences in attitude and personality
d. not all employees know how to use it effectively
724) Considering extrinsic rewards,
a. money modifies behavior irrespective of the perceptions and preferences of the person being
rewarded
b. recognition is a powerful motivating reward for everyone
c. upper management compensation is a strong incentive for lower-level employees to work
harder
d. benefits are usually based on longevity, not performance

725) In order from lowest to highest, what are Maslow's five classes of needs?
c. **Physiological–safety–social–esteem–self-actualization**

726) A lack of clarity concerning what will happen is referred to as
a. temporal
b. predisposition
c. **uncertainty**
d. negation

727) Employees with relatively weak higher-order needs are ______ concerned with
variety and autonomy.
a. less
b. more
c. very
d. extremely

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Which of the following is a strategy of job design that increases job depth by meeting employees’ needs for psychological growth?

a. Job rotation

b. **Job enrichment**

c. Job enlargement

d. Job enrichment and job enlargement

What is the key word in understanding organization structure?

a. **Control**

b. Change

c. Process

d. Delegation

Organization structures

a. affect group behavior more than individual behavior

b. change rapidly to meet environmental and market changes

c. contribute positively to organizational performance

d. **can be defined simply as activities that occur regularly**

Groups created by managerial decision in order to accomplish stated goals of the organization are called

a. **formal groups**

b. informal groups

c. task groups

d. interest groups
732) Continued membership in a group will usually require
   a. supporting the group leader
   b. conforming to group norms
   c. encouraging cohesiveness in the group
   d. developing a status system

733) Which of the following is true of managers in relationship to conflict?
   a. Managers generally encourage low levels of conflict because it improves performance, up to a
certain point.
   b. Managers generally ignore conflict.
   c. Managers attempt to eliminate conflict because the organization rewards them for
keeping conflict out of their area of responsibility.
   d. Managers show no consistent attitude toward conflict.

734) It appears that
   a. successful leaders tend to be more intelligent than followers
   b. there is no link between intelligence of the leader and success
   c. intelligence is the most important "ability" trait in leaders
   d. persons with creativity make the best leaders

735) Concerning leadership concepts,
   a. leader roles are unnecessary in organizations like Gore-Tex, where a self-leadership approach
   is used
   b. it is likely that a particular set of leader characteristics and behaviors do suit specific
   situations and

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c. it is likely that the need for leaders will decline in the 21st century due to more decentralized structures
d. the military model of leadership will become more popular in the 21st century

736) The definition of communication implies that
a. communication is mostly verbal
b. communication is mostly written
c. most communication is in a vertical direction
d. **understanding must occur to have communication**

737) The LEAST-used communication channel in an organization is usually
a. upward
b. downward
c. diagonal
d. **horizontal**

738) Specific procedures developed for repetitive and routine problems are
a. autocratic decisions
b. **programmed decisions**
c. easy decisions
d. non-programmed decisions

739) An important potential environmental source of change is
a. **a new competitive product**
b. dissatisfied employee attitudes
c. employee grievances

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d. a wildcat strike

740) How many determinants of human behavior in an organization are studied in Organizational Behavior (OB)?
Select correct option:
1
2
3
4

741) After which stage of group development the group formed a common set of expectations of member behaviors?
Select correct option:

- **Norming**
- Storming
- Maturation
- Forming

742) What does MBO provide for the individual employee?
Select correct option:

- Specific performance objectives Page 71
- Precise job descriptions
- Clear direction and purpose
- Higher salaries

MBO’s appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

743) In the following steps in decision making, which would come first?
Select correct option:

- Generate alternatives
- Rating of alternative
- Make a choice
- Implement the decision

Management functions of planning, organizing, leading and controlling were first classified by:
Select correct option:

- Stephen Covey

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Reference:
Frenchman Henri Fayol considers management to consist of seven functions:

1. planning
2. organizing
3. leading
4. coordinating
5. controlling
6. staffing
7. motivating

Research suggests that which of the following increases with increase in tenure?
Select correct option:

- Absenteeism
- Job Productivity
- Turnover
- Dissatisfaction

The Big Five Model of Personality contains all of the following dimensions EXCEPT:
Select correct option:

- Extroversion
- Introversion
- Emotional stability
- Agreeableness

Studies indicate that which of the following tends to decrease with increased tenure?
Select correct option:

- Job satisfaction
- Productivity

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Absenteeism
Raises and promotion

747) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used in this case?
Select correct option:
The halo effect
The contrast effect
Projection
Stereotyping

748) __________ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.
Select correct option:
Formal organization
Informal organization
Business organization
Government organization

749) Group behavior, power, and conflict are central areas of study for __________.
Select correct option:
Sociologists
Anthropologists
Social psychologists
Operations analysts

750) Which one of the following is not considered as a part of organizational output?
Select correct option:
Finished goods
Services
Dividends
Capital

751) 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?
Select correct option:

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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.

752) In Maslow's Hierarchy of needs, the individual's sense of belonging and love is classified in which of the following needs?
Select correct option:

Self-Actualization Needs
Esteem Needs
Safety Needs
Social Needs

753) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?
Select correct option:

Terminal values
Instrumental values
Theoretical values
Social values

754) Sana 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 Sana most likely using?
Select correct option:

Prototyping
Contrast effect
Halo effect
Projection page 49

• Projection
  – Attributing one’s own characteristics to other people

755) Group behavior, power, and conflict are central areas of study for__________.
Sociologists
Anthropologists
Social psychologists
Operations analysts

756) Maslow's Need theory was widely recognized by practicing managers during:
Select correct option:

- 1950s and 1960s
- 1960s and 1970s
- 1970s and 1980s
- 1980s and 1990s

757) Barriers to Social perception includes all EXCEPT:
Select correct option:

- Halo effect
- Stereotyping
- Projection
- Selective Perception

758) Which of the following is an environmental force that shapes personality?
Select correct option:

- Gender
- Height
- Brain size
- Experience

759) Which of the following theory is proposed by Clayton Alderfer?
Select correct option:

- Theory X and Theory Y
- Hierarchy of Needs
- **ERG Theory**
- Theory Z

760) Suspending an employee for dishonest behavior is an example of which method of shaping behavior?
Select correct option:

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Extinction
Negative reinforcement
Punishment
Positive reinforcement

761) Asad, one of your newest employees, is an extravert. Which of the following statements is LEAST likely to be true?
Select correct option:

Asad will probably attend the company picnic
Asad will be suited to a managerial or sales position
Asad will probably have a large number of relationships
Asad will perform well on specialized, detail-oriented tasks

762) Job satisfaction is best described as __________.
Select correct option:

A result
A value
An attitude
A discipline

763) If personality characteristics were completely dictated by ______, they would be fixed at birth and no amount of experience could alter them.
Select correct option:

Job satisfaction
Heredity
Environment
Situations

764) Increasingly, we can expect that women will be hired into ___ positions.
Select correct option:

Unskilled
Traditionally female
Socially-oriented
Professional

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Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?
Select correct option:

- Terminal values
- Instrumental values
- Theoretical values
- Social values

Alia has just presented her paper and has done a really good job. Why should you not want to present your own paper directly after she does?
Select correct option:

- To avoid the stereotyping effect
- To avoid the halo effect
- To avoid the contrast effect
- To avoid the projection effect

Individuals with a high need to achieve prefer all of the following EXCEPT:
Select correct option:

- Job situations with personal responsibility
- A high degree of risk
- Overcoming obstacles
- Personal empowerment

______________ refers to manager's mental ability to analyze and diagnose complex situations.
Select correct option:

- Human Skill
- Managerial Skill
- Conceptual Skill
- Technical Skill

What does MBO provide for the individual employee?
Select correct option:

- Specific personal performance objectives
- Precise job descriptions
Explicit task objectives
Clear direction and purpose

770) The study which enables us to learn about human beings, their activities and societies is known as
Select correct option:

- Political Science
- Sociology
- Anthropology
- Organizational Behavior

771) What sort of actions is most likely to be attributed to external causes?
Select correct option:

- Actions that have high distinctiveness, high consensus and high consistency
- Actions that have high distinctiveness, high consensus and low consistency
- Actions that have high distinctiveness, low consensus and low consistency
- Actions that have low distinctiveness, low consistency and high consensus

772) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:
Select correct option:

- Deviant Workplace Behavior
- Emotional Labor
- Interpersonal Skills
- Social Skills

773) Mr. Zulfiqar, Manager in ABC Company, always assume that employees don't like to work and avoid working whenever possible, So he uses to threaten employees to achieve their goals. Which theory is he applying?
Select correct option:

- Theory Z
- Theory Y
- Theory X
- Goal Setting Theory

774) According to attribution theory, which of the following is an example of externally caused behavior?

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Select correct option:

An employee is late because of a flat tire
An employee was promoted because of his abilities
An employee was fired because he slept on the job
An employee was promoted because he was hard working

775) What is the term used for a general impression about an individual based on a single characteristic such as intelligence, sociability, or appearance?
Select correct option:

The contrast effect
Personal bias
The halo effect
Projection

776) Which of the following is not one of the four primary management functions?
Select correct option:

Planning
Staffing
Organizing
Leading

777) Sadaf has a low absenteeism rate. She takes responsibility for her health and has good health habits. She is likely to have a(an):
Select correct option:

Internal locus of control
External locus of control
Core locus of control
High emotional stability level

778) Which of the following is one of the relationships proposed in expectancy theory?
Select correct option:

Reward-satisfaction relationship
Satisfaction-performance relationship
Rewards-personal goals relationship
Effort-satisfaction relationship

http://www.citeman.com/434-expectancy-theory/
779) Which of the following option shows the quality of continuing steadily despite of problems or difficulties?
Select correct option:

- Persistence
- Intensity
- Direction
- Meditation

http://www.encyclo.co.uk/define/persistence

780) Which of the following is NOT a key component of emotional intelligence?
Select correct option:

- Self-awareness
- Self-management
- Commitment
- Empathy

781) Characteristics such as age, gender and marital status are known as
Select correct option:

- Psychographic characteristics
- Biographical characteristics
- Geographical characteristics
- Behavioral characteristics

782) Which of the following answer choices is the best definition of attitude?
Select correct option:

- Attitudes are the yardstick by which one measures one’s actions
- Attitudes are the emotional part of an evaluation of some person, object or event
- Attitudes are evaluative statements of what one believes about something or someone
- Attitudes are a measure of how the worth of an object, person or event is evaluated

Ref: An emotion generated in response to a person, object or event…..
http://en.mimi.hu/marketingweb/attitudes.html

783) Achievements, Honesty, Fairness and Concern for other are related with _________ Values

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Select correct option:

Personal
Work
Instrumental
Terminal

784) The smell of fresh cake baking makes Saima’s mouth water is an example of which one of the following learning theory?
Select correct option:

Classical conditioning
Social learning
Operant conditioning
Reinforcement theory

785) Which of the following is NOT an important issue relating to goal-setting theory?
Select correct option:

Goal specificity
Equity among co-workers
Feedback
Defining the goal

786) What sort of goals does Management By Objectives (MBO) emphasize?
Select correct option:

Tangible, verifiable and measurable
Achievable, controllable and profitable
Challenging, emotional and constructive
Hierarchical, attainable and effective

Ref: Management by objectives emphasizes participatively set goals that are tangible, verifiable, and measurable. It is not a new idea. It originated more than 50 years ago.

787) As a manager, one of Ali’s duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Ali performing, when he does this?
Select correct option:

Leadership role
Monitor role
Figurehead role
Spokesperson role

788) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?
Select correct option:
Terminal values
Instrumental values
Theoretical values
Social values

789) 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?
Select correct option:
Memory
Number Aptitude
Deductive Reasoning
Perceptual speed

790) Which of the following is NOT one of Hofstede’s five dimensions of national culture?
Select correct option:
Power distance
Future orientation
Uncertainty avoidance
Flexibility versus rigidity

791) Biological Characteristics included the following EXCEPT:
Select correct option:
Marital Status
Gender
Color

REF:
• Age
• Gender
• Marital status
• Length of service, etc.

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792) What is the term used for the situation where employees are allowed to pick and choose from among a menu of benefit options?
Select correct option:
- Flexible pay
- Benefit menu options
- **Flexible benefits**
- Benefit participation

Ref: Flexible benefits schemes enable employers to allow staff to select the benefits that suit them… [http://www.employe Benefits.co.uk/benefits/flex_bens.html](http://www.employe Benefits.co.uk/benefits/flex_bens.html)

793) Mr. Fahad believes that the participation of employees in all aspects of company decision making is essential, Which management philosophy is he following?
Select correct option:
- **ERG Theory**
- Theory X
- Theory Y
- Theory Z

Ref: Alderfer’s ERG Theory

*Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation. Alderfer reduces the number of needs from five to three and states that needs at more than one level can be motivators at any time.*

794) Which of the following would not be considered an organization?
Select correct option:
- Hospital
- Charity centers
- Red cross
- **Dairy farmers in Punjab**

795) Which of the following statements is true?
Select correct option:
- **Older employees have lower rates of avoidable absence than younger workers**
- Older employees are more likely to quit their job than younger workers
- Older employees are perceived to be more flexible than younger workers
- Older employees generally have lower productivity than younger workers

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Ref: In general, older employees have lower rates of avoidable absence. However, they have higher rates of unavoidable absence, probably due to their poorer health associated with aging and longer recovery periods when injured.

796) Which of the following is NOT a key component of emotional intelligence?
Select correct option:
Self-awareness
Self-management
Commitment
Empathy

797) Which one of the following is NOT included in the 4-Ps of Continuous Improvement:
Select correct option:
Product
Place
People
Processes

798) Eden Corp has installed a new email system, but many staff members do not know of its features. Upper management decides to allocate a small portion of the company’s budget to solving this problem. A team that uses rational decision making to arrive at a solution should be aware that this case deviates from the assumptions of the rational decision making model in what way?
Select correct option:

There are cost constraints page 53
The problem is not clearly defined
The options available to the team are not known
There are constraints on the options available

799) The more consistent a behavior, the more the observer is inclined to ___.
Select correct option:

Attribute it to interpretation
Attribute it to internal causes page 49
Attribute it to consensus
Attribute it to external causes

800) If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behavior shows ___.

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Select correct option:

**Consensus**
Similarity
Reliability
Consistency

**Ref:** Consensus occurs if everyone who is faced with a similar situation responds in the same way

801) What is the relationship between what one perceives and objective reality?
Select correct option:

They are the same
They cannot be the same
They are rarely if ever the same
They can be substantially different

802) Protecting the interests of deprived and less powerful is known as_________
Select correct option:

Obligation
Right
Justice
Duty

803) ____________ creates problem for employees when their job requires to display emotions incompatible with their actual feelings
Select correct option:

Depression
Emotional Labor
Stress
Anxiety

**Ref:** Emotional labor creates dilemmas for employees when their job requires them to exhibit emotions incongruous with their actual feelings

804) Top executives, lower-level managers and business students tends to score highest in which of the following decision-making styles

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Select correct option:
Conceptual
Analytical
Behavioral
Ethical

Ref: Business students, lower-level managers, and top executives tend to score highest in the analytic style.

805) Mr. Rahman discusses job related problems with supervisor and attempts to improve conditions actively. It is an example of which of the following ways through which employees express dissatisfaction? Select correct option:
Neglect
Loyalty
Exit
Voice

806) Barriers to Social perception includes all EXCEPT
Select correct option:
Halo effect
Stereotyping
Projection
Selective Perception

807) Which of the following values would be most likely to be considered a terminal value by Rockeach
Select correct option:
Ambition
Self-control
Broad-mindedness
Sense of accomplishment

Ref: Terminal values.
• Preferences concerning the ends to be achieved.

808) Mohsin has already presented two excellent reports. The report he has just presented is clearly not as good as the first two reports, yet he is given the same high grade as before. What shortcut has been used in this case?
The contrast effect
The halo effect

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Stereotyping
Projection

809) The degree, to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is _______.
Select correct option:

- Job satisfaction
- Job involvement
- Job stability
- Job enrichment

Ref: Job involvement

- A workable definition: the measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth.

810) 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?
Select correct option:

- 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.

811) Which one of the following words is the best synonym for “ability”, as the term is used in organizational behavior?
Select correct option:

- Motivation
- Capacity
- Experience
- Wisdom

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812) According to the goal-setting theory of motivation, highest performance is reached when goals are set to which level?
Select correct option:

- Impossible but inspirational
- Difficult but attainable
- Only marginally challenging
- Easy and attainable

813) If a person responds the same way over time, attribution theory states that the behavior shows:
Select correct option:

- Distinctiveness
- Consensus
- Consistency

814) What is the last step in the Rational Decision-Making Model?
Select correct option:

- Developing alternatives
- Collecting relevant data
- Weighing the decision criteria
- Computing the optimal decision

815) Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of ___.
Select correct option:

- Self-serving bias
- Selective perception
- Fundamental attribution error
- Inconsistency

816) Which of the following is NOT a factor in the individual perceiver?
Select correct option:

- Attitude
Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations.

817) People with which type of personality trait commonly make poor decisions because they make them too fast?
Select correct option:
- Type A
- Type B
- Self-monitors
- Extroverts

818) ______ focuses on the study of people in relation to their social environment.
Select correct option:
- Psychology
- Sociology
- Corporate strategy
- Political science

819) Rizwan is low on conscientiousness. This would lead you to suspect that which of the following statements is most likely to be true about Rizwan?
Select correct option:
- He will be easily distracted
- He will find comfort in the familiar
- He will be comfortable with solitude
- He will be nervous, depressed, and insecure

820) Which of the following is an example of an attitude?
Select correct option:
- Satisfaction of a person with a job well done
- The opinion that it is never acceptable to steal
- Anger at being unfairly accused of a wrongdoing
- The avoidance of a restaurant where one once received bad service

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821) Which of the following is an environmental force that shapes personality?
   Select correct option:
   
   Gender
   Height
   Brain size
   Experience

822) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of __________ study.
   Select correct option:
   
   Organizational
   Intuitive
   Theoretical
   Systematic

823) __________ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.
   Select correct option:
   
   Formal organization
   Informal organization
   Business organization
   Government organization

824) Two people see the same thing at the same time yet interpret it differently. Where do the factors that operate to shape their dissimilar perceptions reside?
   Select correct option:
   
   The perceivers
   The target
   The context
   The situation

825) What term is used for the extent to which an individual displays different behaviors in different situations?
   Select correct option:
   
   Continuity
Integrity
Stability
Distinctiveness

826) Which of the following is NOT one of the most common types of teams?
Select correct option:

- Problem-solving
- Interdepartmental
- Self-managed
- Cross functional

827) People who consistently believe they control their own destinies have
a/an ____________.
Select correct option:

- Type A personality
- High self esteem
- Internal locus of control
- External locus of control

828) Which of the following theories was proposed by Douglas McGregor?
Select correct option:

- Hierarchy of needs theory
- Theories X and Y
- Two-factor theory
- Expectancy theory

829) The primary change agents in an organization are:
Select correct option:

- Employees
- Managers
- Leaders
- Stakeholders

http://books.google.com.pk/books?id=hz3u0oXAWAC&pg=PA138&dq=leaders+are+primary+change+agents+in+an+organization&hl=en&ei=ozc-TOPvDs_IccibkKIB&sa=X&oi=book_result&ct=result&resnum=8&ved=0CDcQ6AEwBzgK#v=onepage&q=leaders%20are%20primary%20change%20agents%20in%20an%20organization&f=false
830) 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?
Select correct option:
- Memory
- Number Aptitude
- Deductive Reasoning
- Perceptual speed

831) Ability to understand what is read or heard and the relationship of words to each other is called __________
Select correct option:
- Verbal comprehension
- Non verbal comprehension
- Perceptual speed
- Memory

832) The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth is known as __________:
Select correct option:
- Job Satisfaction
- Job Enrichment
- Job Specification
- Job Involvement page 29

833) A high score in which dimension of the Big Five model predicts good job performance for all occupational groups?
Select correct option:
- Agreeableness
- Conscientiousness
- Emotional stability
- Openness to experience

834) Which of the following factors make it imperative that organizations be fast and flexible?
Select correct option:
- Temporariness
- Corporate excess
- Advances in corporate strategy
- Globalization

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835) Which of the following countries ranks highest in long-term orientation?
Select correct option:
Afghanistan
Bangladesh
Russia
China

836) Increasingly, we can expect that women will be hired into ___ positions.
Select correct option:
Unskilled
Traditionally female
Socially-oriented
Professional

837) Which of the following term is used to describe broad range of feelings that people experience?
Select correct option:
Mood
Affect
Emotion
Emotional Intelligence

838) Which of the following is NOT a characteristic of physical ability?
Stamina
Strength
Looks
Dexterity

839) An individual's personality is determined by:
Heredity
Environment
Situational factors
All of the above

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840) Eliminating any reinforcement that is maintaining an unwanted behavior is called:

- Extinction
- Punishment
- Negative reinforcement
- Positive reinforcement

841) When an organization takes on a life of its own, we can say that it has:

- acquired a culture.
- developed subcultures.
- become institutionalized.
- become immortal.

842) Institutionalization is when:

- people become indoctrinated into an organization’s culture.
- an organization becomes valued for itself.
- when rules and bureaucracy becomes a dominant culture.
- an organization employs over 1,000 people.

843) Which of the following is not true about institutionalization?

- It operates to produce common understandings about appropriate behavior.
- Acceptable modes of behavior become largely self-evident to its members.
- It means the organization has acquired immortality.
- The organization’s mission becomes stable.
844) _____ is a shared system of meaning held by the organization’s members that distinguishes the organization from other organizations.
   a. Institutionalization
   b. **Organizational culture**
   c. Socialization
   d. Formalization

845) Which of the following is not a characteristic of organizational culture?
   a. attention to detail
   b. innovation
   c. **formality orientation**
   d. team orientation

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846) The key characteristic of organizational culture which addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization is termed:
   a. humanistic work practices.
   b. sense of community.
   c. team orientation.
   d. people orientation.

847) The key characteristic of organizational culture which addresses the degree to which people are competitive rather than easygoing is termed:
   a. assertiveness.
   b. competitiveness.
   c. aggressiveness.
   d. risk taking.

848) The key characteristic of organizational culture which addresses the degree to which employees are expected to exhibit precision is termed:
   a. accuracy orientation.
   b. precision.
   c. attention to detail.
   d. stability.

849) The key characteristic of organizational culture which assesses the degree to which organizational activities emphasize maintaining the status quo in contrast to growth is:
   a. permanence.

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b. aggressiveness orientation.

c. stability.

d. competitiveness.

850) In contrasting organizational culture with job satisfaction, the former _____ while the latter _____.

a. is written; is implied

b. is implied; describes

c. evaluates; describes

d. describes; evaluates

851) _____ expresses the core values that are shared by a majority of the organization’s members.

a. Dominant culture

b. Subculture

c. Socialization

d. Cultural reality

852) The macro view of culture that gives an organization its distinct personality is its:

a. dominant culture.

b. subculture.

c. strong culture.

d. national culture.
853) Cultures within an organization, typically defined by departmental designations are often called:
   a. microcultures.
   b. subcultures.
   c. divisional cultures.
   d. microcosms.

854) Which does not define a subculture?
   a. cultures within an organization
   b. typically defined by department organizations
   c. cultural values that are shared only within the organization
   d. usually defined by geographical separation

855) The dominant culture is:
   a. the sum of the subcultures.
   b. defined by the leader.
   c. synonymous with the organization’s culture.
   d. the same as strong culture.

856) The primary or dominant values that are accepted throughout the organization are:
   a. foundational values.
   b. core values.
   c. shared values.
   d. institutionalized.

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857) Which of the following terms is not part of the definition of a strong culture?
   a. great influence on members’ behavior
   b. low behavioral controls
   c. widely shared values
   d. intensely held values

858) A culture where the core values are intensely held and widely shared is termed a:
   a. dominant culture.
   b. subculture.
   c. strong culture.
   d. formal culture.

859) A specific result of a strong culture should be:
   a. lower employee turnover.
   b. lower employee satisfaction.
   c. higher employee turnover.
   d. higher absenteeism.

860) The unanimity of a strong culture builds all of the following except:
   a. cohesiveness.
   b. loyalty.
   c. quality.
   d. organizational commitment.
861) According to your text, a strong culture can act as a substitute for:
   a. institutionalization.
   b. formalization
   c. socialization.
   d. organizational rules.

862) High formalization in an organization creates all of the following except:
   a. predictability.
   b. cohesiveness.
   c. orderliness.
   d. consistency.

863) The research indicates that national culture has a _____ on employees than does their organization’s culture.
   a. greater impact
   b. lesser impact
   c. similar impact
   d. marginal impact

864) Which one of the following is not a function of culture cited in your text?
   a. conveys a sense of organizational identity
   b. controls employee behavior
   c. affects the organization’s ability to hire capable employees
   d. has a boundary-defining role

865) Culture performs all the following functions except:

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a. displays the dominance of some organizations.
b. enhances social system stability.
c. conveys a sense of identity for organization members.
d. facilitates commitment to something larger than individual self-interest.

866) As organizations have widened spans of control, flattened structures, introduced teams, reduced formalization, and empowered employees, the _____ provided by a strong culture ensures that everyone is pointed in the same direction.

a. rules and regulations
b. shared meaning
c. rituals
d. socialization

867) Culture is most likely to be a liability when:

a. it increases consistency of behavior.

b. the environment is dynamic.

c. management is ineffectual.

d. it reduces ambiguity.

868) Consistency of behavior is an asset to an organization when it faces:

a. a dynamic environment.

b. an unknown environment.

c. a stable environment.

d. massive changes.

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869) Culture may be a liability because it is a barrier to:
   a. change.
   b. diversity.
   c. mergers and acquisitions.
   d. all of the above

870) In recent years, _____ has become the primary concern in acquisitions and mergers.
   a. cultural compatibility
   b. cultural synergy
   c. organizational compatibility
   d. none of the above

871) The ultimate source of an organization’s culture is:
   a. top management.
   b. the environment.
   c. the country in which the organization operates.
   d. its founders.

872) Culture creation occurs in all of the following ways except:
   a. founders hire and keep employees who think and feel the way they do.
   b. founders indoctrinate and socialize employee to their way of thinking and feeling.
   c. founders develop their vision covertly.
   d. founders’ behavior acts as a role model.

873) All of the following serve to sustain a culture except:
   a. selection.
   b. institutionalization.

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c. socialization.

d. top management.

874) The selection process helps sustain the organization’s culture by:

a. establishing and enforcing norms.

b. ensuring a proper match of personal and organizational values.

c. socializing the applicant.

d. identifying individuals who have the knowledge, skills, and abilities to perform the jobs.

875) The selection process helps candidates learn about the organization and if they perceive a conflict between their values and those of the organization, they should:

a. work to change the organization.

b. express their concerns.

c. inform the organization of appropriate changes.

d. self-select out of the applicant pool.

876) Top management has a major impact on the organization’s culture by:

a. establishing norms that filter down through the organization.

b. ensuring a proper match of personal and organizational values.

c. socializing the applicant.

d. providing the metamorphosis framework.

877) The process that adapts employees to the organization’s culture is called:

a. indoctrination.

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b. orientation.

c. socialization.

d. institutionalization.

878) The Marine boot camp, where Marines “prove” their commitment is an example of:

a. indoctrination.

b. orientation.

c. socialization.

d. institutionalization.

879) The socialization stage that encompasses the learning before a new member joins the organization is:

a. prearrival.

b. encounter.

c. metamorphosis.

d. ritual.

880) Which of the following is not a stage of the socialization process?

a. prearrival

b. encounter

c. metamorphosis

d. ritual

881) _____ is the process that adapts employees to the organization’s culture.

a. Training

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b. Indoctrination

c. Socialization

d. Orientation

882) The correct order for the stages of the socialization process is:

a. prearrival, metamorphosis, encounter.
b. prearrival, encounter, ritual.
c. prearrival, ritual, encounter.
d. prearrival, encounter, metamorphosis.

883) The employee compares her expectations to organizational reality in which stage of socialization?

a. prearrival

b. encounter

c. metamorphosis
d. ritual

884) If there is a basic conflict between the individual’s expectations and the organization’s expectations, the employee is most likely to be disillusioned and quit during which stage?

a. prearrival

b. ritual

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885) Employee attitudes and behavior change during the _____ stage of socialization.
   a. establishment
   b. transformation
   c. encounter
   d. metamorphosis

886) The time when a new employee sees what the organization is really like and realizes that expectations and reality may diverge is called:
   a. encounter stage.
   b. exploration stage.
   c. establishment stage.
   d. metamorphosis stage.

887) The employee has become comfortable by the end of the:
   a. encounter stage.
   b. exploration stage.
   c. establishment stage.
   d. metamorphosis stage.

888) Which of the following is not a form listed in the book by which culture is transmitted to employees?
   a. stories
   b. metamorphosis
c. ritual
d. language

889) Which one of the following terms is not consistent with the definition of a ritual?

a. material symbols
b. sequence of activities
c. repetition
d. key values

890) _____ typically contain(s) a narrative of events about the organization’s founders, rule breaking, or reactions to past mistakes.

a. Stories
b. Material symbols
c. Rituals
d. Language

891) According to your text, one of the most potent ways that employees learn culture is through:

a. material symbols.
b. role models.
c. colleagues.
d. mentors.

892) _____ are repetitive sequences of activities that express and reinforce the key values of the organization, what goals are important, which people are important, and which are expendable.

a. Stories
b. Rituals
c. Material symbols
d. Formal procedures

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893) All of the following are examples of rituals except:
   a. college faculty seeking tenure.
   b. annual award meeting.
   c. fraternity initiation.
   d. the placement of offices within corporate headquarters.

894) All of the following are examples of material symbols except:
   a. top executives’ use of the company jet.
   b. a swimming pool for the employees to use.
   c. an annual award meeting.
   d. different types of cars for executives.

895) An organizational culture most likely to shape high ethical standards is one that:
   a. is high in risk tolerance.
   b. is low-to-moderate in aggressiveness.
   c. focuses on means as well as outcomes.
   d. all of the above

896) To create a more ethical culture, management should do all of the following except:
   a. Be a visible role model.
   b. Hush up unethical acts.
   c. Provide ethical training.
   d. Communicate ethical expectations.

897) Which of the following is not a variable evident in customer-responsive cultures?
   a. Outgoing and friendly employees.
   b. Standardization of responses to customer needs.
   c. Good listening skills.
   d. Organizational citizenship behavior.

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898) Once a customer-responsive culture hires service-oriented employees, the organization must:
   a. Clarify their roles.
   b. Conduct formal orientation sessions.
   c. Allow role ambiguity.
   d. All of the above

899) The place to start in building a customer-responsive culture is:
   a. Hire service-contact people who have appropriate personality and attitudes.
   b. Conduct orientation and socialization of employees.
   c. Reduce rules and regulations.
   d. Empower employees with the discretion to make day-to-day decisions.

900) Organizations that promote a spiritual culture:
   a. Have organized religious practices.
   b. Adopt a corporate religion.
   c. Recognize that people have both a mind and a spirit.
   d. All of the above

Critics of the spirituality movement in organizations focus on what issue(s)?
   a. Legitimacy
   b. Economics.
   c. All the above.
   d. None of the above.

901) _____ defines how job tasks are formally divided, grouped, and coordinated.
   a. Organizational structure
   b. Work specialization
   c. Departmentalization
   d. Organizational behavior

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902) Organizational structure has six key elements. Which of the following is not one of these elements?
   a. centralization
   b. departmentalization
   c. span of authority
   d. formalization

903) Work specialization is the same as:
   a. departmentalization.
   b. division of labor.
   c. decentralization.
   d. job grouping.

904) The degree to which tasks are subdivided into separate jobs is termed:
   a. departmentalization.
   b. decentralization.
   c. work specialization.
   d. structure.

905) In the late 1940s, most manufacturing jobs in industrialized countries were being done with high:
   a. departmentalization.
   b. decentralization.
   c. work specialization.
d. structuralization.
906) For much of the first half of the 20th century, managers viewed _____ as an unending source of increased productivity.
   a. departmentalization
   b. formalization
   c. work specialization
   d. automation

907) Which one of the following components of organizational structure specifically defines where decisions are made?
   a. complexity/simplicity
   b. formalization/informalization
   c. centralization/decentralization
   d. specialization/enlargement

908) The basis by which jobs are grouped together is termed:
   a. departmentalization
   b. bureaucracy.
   c. specialization.
   d. centralization.

909) Grouping jobs on the basis of function, product, geography, process, or customer is a form of:
   a. departmentalization.
   b. specialization.
   c. centralization.
   d. bureaucracy.
910) One of the most popular ways to group activities is by:
   a. product.
   b. function.
   c. geography.
   d. process.

911) Proctor & Gamble departmentalizes by Tide, Pampers, Charmin, and Pringles. This is an example of departmentalization by:
   a. function.
   b. process.
   c. geography.
   d. product.
912) A plant manager who organizes the plant by separating engineering, accounting, manufacturing, personnel, and purchasing into departments is practicing _____ departmentalization.

a. target customer
b. product
c. functional
d. geographic

913) _____ departmentalization achieves economies of scale by placing people with common skills and orientations into common units.

a. Functional
b. Process
c. Product
d. Geographic

914) At an Alcoa aluminum tubing plant in New York, production is organized into five departments: casting; press; tubing; finishing; and inspecting; packing; and shipping. This is

a. functional departmentalization.
b. process departmentalization.
c. product departmentalization.
d. none of the above.

915) The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed:

a. chain of command.

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b. authority.
c. span of control.
d. unity of command.

916) The right inherent in a managerial position to give orders and expect orders to be obeyed is termed:
   a. chain of command.
   b. authority.  
c. power.
   d. unity of command.

917) The_____ principle helps preserve the concept of an unbroken line of authority.
   a. span of control
   b. chain of command
   c. unity of command
   d. centralization

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918) The _____ principle states that a person should have one and only one superior to whom he or she is directly responsible.
   a. span of control  
   b. chain of command  
   c. unity of command  
   d. authority

919) The _____ refers to the number of subordinates a manager can efficiently and effectively direct.
   a. span of control  
   b. unity of command  
   c. chain of command  
   d. decentralization principle

920) Which of the following is a drawback of a narrow span of control?
   a. It reduces effectiveness.  
   b. It is more efficient.  
   c. It encourages overly tight supervision and discourages employee autonomy.  
   d. It empowers employees.

921) Which of the following is not a drawback of a narrow span of control?
   a. It is expensive.  
   b. It makes vertical communication in the organization more complex.  
   c. Supervisors may lose control of their employees.  
   d. It encourages overly tight supervision.
922) The trend in recent years has been toward:
   a. narrower spans of control.
   b. wider spans of control.
   c. a span of control of four.
   d. an ideal span of control of six to eight.

923) If you have a narrow span of control, you have a(n) _____ organization.
   a. efficient
   b. short
   c. tall
   d. matrix

924) _____ are consistent with recent efforts by companies to reduce costs, cut overhead, speed up decision making, increase flexibility, get closer to customers, and empower employees.
   a. Wider spans of control
   b. Narrower spans of control
   c. Matrix structures
   d. Simple structures

925) The best definition for centralization is:
   a. decision making is pushed down to lower level employees.
   b. decision making is concentrated at a single point in the organization.
   c. decision making depends on the situation.
   d. decision making is done in each department and then sent to the president for the final decision.

926) In an organization that has high centralization:
   a. the corporate headquarters is located centrally to branch offices.
   b. all top level officials are located within the same geographic area.
   c. top managers make all the decisions and lower level managers merely carry out directions.
   d. action can be taken more quickly to solve problems.

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927) The more that lower-level personnel provide input or are actually given the discretion to make decisions, the more _____ there is.

a. centralization

b. decentralization

c. work specialization

d. departmentalization

928) If a job is highly formalized, it would not include which of the following?

a. clearly defined procedures on work processes

b. explicit job description

c. high employee job discretion

d. a large number of organizational rules

929) Explicit job descriptions, lots of rules, and clearly defined procedures concerning work processes are consistent with:

a. high formalization.

b. high specialization.

c. high centralization.

d. bureaucracy.

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930) Employee discretion is inversely related to:
   a. complexity.
   b. standardization.
   c. specialization.
   d. departmentalization.

931) Which of the following is not a common organizational design?
   a. simple structure
   b. bureaucracy
   c. centralized structure
   d. matrix structure

932) The _____ is characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization.
   a. bureaucracy
   b. matrix organization
   c. simple structure
   d. team structure

933) Which one of the following is consistent with a simple structure?
   a. high centralization
   b. high horizontal differentiation
   c. high employee discretion
   d. standardization

934) The ____ is a flat organization.
   a. bureaucracy

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b. centralized structure
c. matrix structure
d. none of the above

935) Simple structures are characterized by:
   a. shared authority.
   b. a narrow span of control.
   c. standardization.
   d. a low degree of departmentalization.

936) This is most widely practiced in small businesses.
   a. simple structure
   b. standardization
   c. centralized structure
   d. span of control

937) The bureaucracy is characterized by all of the following except:
   a. highly routine operating tasks.
   b. formalized rules and regulations.
   c. tasks that are grouped into functional departments.
   d. decentralized decision making.

938) The key underlying all bureaucracies is:
   a. flexibility.
   b. standardization.
   c. dual lines of authority.
   d. wide span of control.

939) The ____ is characterized by highly routine operating tasks achieved through specialization.

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a. simple structure
b. bureaucracy
c. centralized structure
d. matrix structure

The strength of the simple structure lies in its:

a. efficiency.
b. simplicity.
c. centralization.
d. span of control.

940) Which of the following is not a weakness of the simple structure?

a. It is risky.
b. information overload
c. There is little unity of command.
d. slower decision making
941) The structure that creates dual lines of authority and combines functional and product departmentalization is the:
   a. organizational structure.
   b. bureaucracy.
   c. matrix structure.
   d. virtual organization.

942) The matrix structure combines which two forms of departmentalization?
   a. process and functional
   b. functional and product
   c. product and process
   d. none of the above

943) The _____ violates the unity of command concept.
   a. simple structure
   b. virtual structure
   c. matrix structure
   d. team structure

944) Which one of the following problems is most likely to occur in a matrix structure?
   a. decreased response to environmental change
   b. decreased employee motivation
   c. loss of economies of scale
   d. employees receiving conflicting directives

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945) The strength of the matrix structure is its:

- a. ability to facilitate coordination.
- b. economies of scale.
- c. adherence to chain of command.
- d. standardization.

946) The major disadvantage of the matrix structure is:

- a. the confusion it creates.
- b. its propensity to foster power struggles.
- c. the stress it places on individuals.
- d. all of the above

947) The primary characteristics of the _____ structure are that it breaks down departmental barriers and decentralizes decision making to the level of the work team.

- a. virtual
- b. team
- c. boundaryless
- d. organizational

948) In larger organizations, the team structure complements what is typically a:

- a. virtual organization.
- b. bureaucracy.
- c. formal structure.
- d. boundaryless organization.

949) A small, core organization that outsources major business functions is the _____ organization.

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950) The ____ is also called the network or modular organization.

   a. virtual organization
   b. team structure
   c. pyramid
   d. boundaryless organization

951) The prototype of the virtual structure is today’s:

   a. appliance manufacturers.
   b. movie-making organizations.
   c. fast-food restaurants.
   d. software companies.

952) The major advantage of the virtual organization is its:

   a. control.
   b. predictability.
   c. flexibility.
   d. empowerment.
953) The _____ organization stands in sharp contrast to the typical bureaucracy that has many vertical levels of management and where control is sought through ownership.

   a. virtual
   b. team
   c. limitless
   d. matrix

954) The boundaryless organization relies heavily on:

   a. information technology.
   b. functional and product departmentalization.
   c. the simple structure.
   d. none of the above.

955) An organization that seeks to eliminate the chain of command, have limitless spans of control, and replace departments with empowered teams is the:

   a. virtual organization.
   b. boundaryless organization.
   c. matrix organization.
   d. team structure.

956) The one common technological thread that makes the boundaryless organization possible is:

   a. reengineering.
   b. MBA’s.
   c. networked computers.
   d. mainframes.

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957) The _____ is a structure characterized by extensive departmentalization, high formalization, a limited information network, and centralization.

a. mechanistic model  
b. organic model  
c. traditional model  
d. bureaucracy organization

958) Which of the following is not a characteristic of a mechanistic structure?

a. extensive departmentalization  
b. high formalization  
c. limited information network  
d. flexibility

959) If there is low formalization, a comprehensive information network, and high participation in decision making, one would expect a(n):

a. simple structure.  
b. mechanistic structure.  
c. organic structure.  
d. stable structure.

960) All of the following are characteristics of the organic model except:

a. cross-functional teams.  
b. cross-departmentalization.  
c. cross-hierarchical teams.

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d. high participation.

961) Which of the following is not a determinant of an organization’s structure?
   a. strategy
   b. organization size
   c. innovation
   d. technology

962) Changes in corporate strategy precede and lead to:
   a. changes in the environment.
   b. better communication.
   c. increased productivity.
   d. changes in an organization’s structure.

963) A strategy that emphasizes the introduction of major new products and services is a(n) _____ strategy.
   a. innovation
   b. enhancement
   c. progressive
   d. organic

964) The innovation strategy is characterized by:
   a. unorthodox structures.
   b. a mixture of loose with tight properties.
   c. low specialization and low formalization.
   d. high technology

965) _____ refers to how an organization transfers its inputs into outputs.

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966) Which of the following is not part of the organization’s environment?
   a. public pressure groups
   b. customers
   c. technology
   d. competitors

967) The _____ of an environment refers to the degree to which it can support growth.
   a. capacity
   b. qualifications
   c. potential
   d. capability

968) _____ refers to the degree of instability of an environment.
   a. Instability
   b. Volatility
   c. Irregularity
   d. Unpredictability

969) Three key dimensions to any organization’s environment have been found. Which of the following is not one of these key dimensions?
   a. volatility
   b. capability
   c. complexity
970) The _____ of an environment refers to the degree of heterogeneity and concentration among environmental elements.

a. density
b. simplicity
c. complexity
d. intricacy

971) Which of the following generalizations about organizational structures and employee performance and satisfaction is most true?

a. There is fairly strong evidence linking decentralization and job satisfaction.
b. It is probably safe to say that no evidence supports a relationship between span of control and employee performance.
c. The evidence generally indicates that work specialization contributes to lower employee productivity.
d. No one wants work that makes minimal intellectual demands and is routine.

972) There is research evidence to suggest that:

a. employees with high self-esteem are more satisfied with decentralized organizations.
b. a manager’s job satisfaction increases along with the number of employees he or she supervises.
c. centralized organizations tend to have more satisfied employees.
d. a manager’s job satisfaction is inversely related to the number of employees he or she supervises

973) When an organization takes on a life of its own, we can say that it has:

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a. acquired a culture.

b. developed subcultures.

c. become institutionalized.

d. become immortal.

974) Institutionalization is when:

a. people become indoctrinated into an organization’s culture.

b. an organization becomes valued for itself.

c. when rules and bureaucracy becomes a dominant culture.

d. an organization employs over 1,000 people.

975) Which of the following is not true about institutionalization?

a. It operates to produce common understandings about appropriate behavior.

b. Acceptable modes of behavior become largely self-evident to its members.

c. It means the organization has acquired immortality.

d. The organization’s mission becomes stable.

976) _____ is a shared system of meaning held by the organization’s members that distinguishes the organization from other organizations.

a. Institutionalization

b. Organizational culture

c. Socialization

d. Formalization

977) Which of the following is not a characteristic of organizational culture?

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a. attention to detail
b. innovation
c. formality orientation
d. team orientation

978) The key characteristic of organizational culture which addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization is termed:

a. humanistic work practices.
b. sense of community.
c. team orientation.
d. people orientation.

979) The key characteristic of organizational culture which addresses the degree to which people are competitive rather than easygoing is termed:

a. assertiveness.
b. competitiveness.
c. aggressiveness.
d. risk taking.

980) The key characteristic of organizational culture which addresses the degree to which employees are expected to exhibit precision is termed:

a. accuracy orientation.
b. precision.
c. attention to detail.
d. stability

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981) The key characteristic of organizational culture which assesses the degree to which organizational activities emphasize maintaining the status quo in contrast to growth is:

a. permanence.
b. aggressiveness orientation.
c. stability.
d. competitiveness.

982) In contrasting organizational culture with job satisfaction, the former _____ while the latter _____.

a. is written; is implied
b. is implied; describes
c. evaluates; describes
d. describes; evaluates

983) _____ expresses the core values that are shared by a majority of the organization’s members.

a. Dominant culture
b. Subculture
c. Socialization
d. Cultural reality

984) The macro view of culture that gives an organization its distinct personality is its:

a. dominant culture.
b. subculture.

c. strong culture.

d. national culture.

985) Cultures within an organization, typically defined by departmental designations are often called:

a. microcultures.

b. **subcultures**.

c. divisional cultures.

d. microcosms.

986) One of the most frequently used selection devices that carries a disproportionate amount of influence:

a. **interview**.

b. written test.

c. performance simulation test.

d. work sampling.

987) The unstructured interview:

a. is made up of random questions.

b. typically is biased.

c. often is unrelated to future job performance.

d. **all of the above**

988) The variability in interview results across applicants is reduced by which of the following?

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a. using a standardized method of evaluating information
b. using a standardized set of objectives
\textcolor{red}{c. using a standardized set of questions}
d. none of the above

989) The variability in interview results across applicants is reduced by which of the following?

a. screening interviewers for job-related skills
b. standardizing the rating of the interviewers’ qualifications
\textcolor{red}{c. providing interviewers with a uniform method of recording data}
d. none of the above

990) The effectiveness of the job interview is increased by:

a. using audition-type interviews
b. using behavioral structured interviews
\textcolor{red}{c. using performance-simulation interviews}
d. using problem-solving interviews

991) Applicants describe how they handled problems and situations in previous jobs in a:

a. \textcolor{red}{behavioral structured interview.}

b. audition-type interview.

c. performance-simulation interview.

d. problem-solving interview.

992) The behavioral structured interview is built on the assumption that:

\textcolor{red}{a. past behavior is the best predictor of future behavior.}

b. technical knowledge and skills are the best predictor of job performance.

c. personality is the best predictor of job performance.

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The evidence indicates that interviews are most valuable for assessing a candidate’s

a. applied level of mental skills.

b. level of conscientiousness.

c. interpersonal skills.

**d. all of the above.**

In practice, organizations use interviews to

a. determine applicant-organization fit.

b. assess specific, job relevant skills.

c. evaluate teamwork orientation.

d. none of the above.

These yield validities superior to written aptitude and personality tests.

a. work samples

b. behavioral structured interviews

c. integrity tests

d. interest tests

According to the book U.S. corporations with 100 or more employees spent how much in a recent year on formal training?

a. more than $25 billion.

**b. more than $50 billion.**
c. more than $80 billion.

d. more than $100 billion.

997) Basic literacy training must often be provided by employers because the percentage of the U.S. population that reads below the eighth-grade level is:

a. 20%

b. 30%

c. 40%

d. 50%

998) Which one of the following employee skills was not specifically addressed by your author?

a. financial

b. basic literacy

c. problem solving

d. interpersonal

999) According to your author, which type of skill training has become increasingly important?

a. financial

b. technical

c. problem solving

d. interpersonal

1000) Learning how to be a better listener and how to be a more effective team player is included in:

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a. communication skills.
b. technical skills.
c. problem solving skills.
d. interpersonal skills.

1001) A recent survey found that about ___ percent of employees working in the 1000 largest U.S. corporations receive ethics training.

a. 10
b. 25
c. 50
d. 75

1002) Examples of on-the-job training include all of the following except:

a. job rotation.
b. apprenticeship.
c. simulation centers.
d. understudy assignments.

1003) Examples of off-the-job training include all of the following except:

a. classroom lectures.
b. apprenticeship programs.
c. Internet courses.
d. public seminars.

1004) The primary drawback of on-the-job training is that:

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1005) Effective training recognizes that people learn differently. The author mentions these learning styles:
   a. feeling.
   b. sensing.
   c. seeing.
   d. none of the above

1006) Which one of the following was mentioned in your text as a purpose for performance evaluations?
   a. improve group cohesiveness
   b. define departmental structure
   c. validate selection programs
   d. identify how jobs are done

1007) The performance evaluation purpose that was not suggested by your text is:
   a. a method to identify training needs.
   b. a feedback mechanism.
   c. a mechanism for security and control.
   d. a basis for reward allocation.

1008) Your text emphasizes performance evaluations as a mechanism for:
   a. providing feedback.
b. determining promotions.

c. human resource planning.

d. identifying training needs.

1009) Performance evaluation is most relevant to which relationship in the expectancy theory of motivation?

   a. effort-performance
   b. effort-goal
   c. reward-goal
   d. performance-goal

1010) We can expect individuals to work considerably below their potential if which of the following conditions occurs?

   a. if the objectives that employees are expected to achieve are unclear.
   b. if the criteria for measuring those objectives are vague.
   c. if the employees lack confidence that their efforts will lead to a satisfactory appraisal of their performance.
   d. all of the above

1011) Individual task outcomes that management could evaluate include all of the following except:

   a. quantity produced.
   b. scrap generated.
   c. average number of calls per day.
   d. cost per unit of production.

1012) Examples of behaviors that management could evaluate include all of the following except:

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1013)  The weakest set of criteria used to evaluate employees is:
   a. traits.
   b. task outcomes.
   c. behaviors.
   d. none of the above.

1014)  This is one of the most reliable sources of appraisal data.
   a. Immediate superiors
   b. Peers
   c. Immediate subordinates
   d. Customers

1015)  Which of the following is not true concerning self-evaluation?
   a. Self-evaluations get high marks from employees themselves.
   b. Self-evaluations tend to heighten employees’ defensiveness about the appraisal process.
   c. Self-evaluations make excellent vehicles for stimulating job performance discussions between employees and their superiors.
   d. Self-evaluations suffer from over-inflated assessments.

1016)  The approach to evaluation that uses feedback from those who have daily contact with an employee (everyone from mailroom personnel to customers to bosses to peers) is termed:

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1017) This system provides performance feedback from a full circle of daily contacts.

   a. **360-degree evaluation**
   b. Peer evaluation
   c. Paired comparison
   d. Subordinate evaluation

1018) All of the following are methods of performance evaluation mentioned by the author except:

   a. critical incidents.
   b. written essays.
   c. **interviews.**
   d. graphic rating scales.

1019) The evaluation method that focuses the evaluator’s attention on those behaviors that are key to executing a job effectively is:

   a. forced comparison.
   b. **critical incidents.**
   c. graphic rating scales.
   d. behaviorally anchored rating scales.

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1020) Which performance evaluation method requires no complex forms or extensive training to complete?
   a. written essays.
   b. critical incidents.
   c. graphic rating scales.
   d. behaviorally anchored rating scales.

1021) Which performance evaluation method produces descriptions such as *anticipates, plans, executes*, and *solves immediate problems*?
   a. written essays
   b. critical incidents
   c. graphic rating scales
   d. behaviorally anchored rating scales

1022) If the manager uses critical incidents as a method of performance evaluation:
   a. the subordinate is apt to become confused.
   b. the evaluator’s writing skills become the determining factor in success or failure.
   c. the subordinate will become motivated.
   d. the focus is on key behaviors.

1023) One reason to consider graphic rating scales is:
   a. accuracy.
   b. quantitative analysis and comparison.
   c. quality of result.
   d. breadth of information.

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1024) When an appraiser rates employees based on items on a continuum with the points reflecting actual behaviors on the given job, it is called:

a. BARS.

b. critical incident.

c. graphic rating scale.

d. behavioral structured ratings.

1025) This method evaluates one’s performance against the performance of one or more others.

a. BARS

b. Critical incident

c. Graphic rating scale

d. Forced comparison

1026) This method requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth.

a. Individual ranking

b. Group order ranking

c. Paired comparison

d. Fractional ranking

1027) Which approach to performance evaluation rank-orders employees from best to worst?

a. individual ranking

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b. group order ranking  
c. paired comparison  
d. straight ranking

1028) All of the following are ways to overcome problems encountered with performance evaluations except:

a. document performance in a journal. 

**b. focus on identifiable traits.** 

c. use multiple evaluators. 

d. emphasize behaviors.

1029) The author suggests that this can be used to increase the perception that employees are treated fairly.

a. selective evaluation

**b. due process**

c. multiple raters 

d. documenting with a journal

1030) Which of the following is not a reason given by managers regarding their reluctance to give performance feedback?

a. Many employees become defensive when their weaknesses are pointed out.

b. Fear of confrontation with employees.

c. Employees have an inflated assessment of their own performance.

**d. The human resources department or upper management is not supportive.**
1031) Which of the following is not a suggestion offered by your text for designing a system to evaluate the performance of teams?
   a. Tie the team’s results to the organization’s goals.
   b. Measure both team and individual performance.
   c. Encourage individuals to set personal goals.
   d. Train the team to create its own measures.

1032) Which of the following statements is true concerning international selection practices?
   a. Structured interviews are popular in all countries.
   b. Beliefs about how one should conduct an interpersonal interview are consistent across countries.
   c. The use of educational qualifications in screening candidates seems to be a universal practice.
   d. Policies and practices do not require modification from one country to the next.

1033) Which of the following is not true concerning international performance evaluations?
   a. Caution should be used in generalizing across cultures.
   b. Every culture is concerned with performance appraisal.
   c. Not all managers look at performance appraisal the same way as do managers in the US.
   d. Individualistic countries emphasize formal performance evaluation systems.

1034) Which of the following might a company consider to help employees address work/life conflicts?
   a. Keep workloads reasonable.
   b. Reduce work-related travel.
   c. Offer on-site quality child-care.
   d. all of the above

1035) The centerpiece of most diversity programs is:
   a. top management commitment.

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b. employee commitment.

c. training.

d. human resource personnel.

1036) Diversity training programs are generally intended to provide a vehicle for:

a. increasing awareness and examining stereotypes.
b. focusing on individual differences.
c. eliminating group learning.
d. balancing work/life conflicts.

1037) An example of change in the nature of the work force is:

a. increase in college attendance.
b. mergers and consolidations.
c. more cultural diversity.
d. increase in divorce rates.

1038) Which of the following is not cited as a force for change?

a. technology
b. economic shocks
c. decreasing skill sets

d. social trends

1039) Phrases such as “more cultural diversity,” “many new entrants with inadequate skills,” and “increase in professionals” are all examples of what force for change?

a. technology
b. world politics
c. nature of the work force
d. social trends

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1040) An example of change in the nature of competition is:
   a. growth of e-commerce.
   b. collapse of Enron Corporation.
   c. more cultural diversity.
   d. increased interest in urban living.

1041) Change activities that are intentional and goal oriented are termed:
   a. planned change.
   b. second order change.
   c. change agents.
   d. first order change
1042) If an organization used an outside consultant as opposed to an insider as change agent, the result would probably be:

a. more cautious and thoughtful.

b. more reflective of the organization’s history and culture.

c. more objective.

d. reflective of the fact that change agents must live with the consequences of their actions.

1043) Which factor in choosing an outside consultant as change agent is likely to result in more drastic changes (good or bad)?

a. the cost.

b. internal members resistance to outsiders.

c. they do not have to live with the repercussions after the change.

d. objective perspective.

1044) If an organization used an insider as a change agent as opposed to an outside consultant:

a. the change would probably be more cautious.

b. the change would probably be more drastic.

c. the change would probably be more objective.

d. the change would more likely be second order.

1045) Resistance to change is positive since:

a. it provides a degree of stability to behavior and productivity.

b. without some resistance, OB would take on characteristics of chaotic randomness.

c. resistance can be a source of functional conflict.

d. all of the above.

1046) It is easiest for management to deal with resistance when it is:

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1047) The greater challenge is managing resistance to change that is:
   a. passive.
   b. resolute.
   c. deferred.
   d. explicit.

1048) An example of a source of individual resistance to change is:
   a. inertia.
   b. structural inertia.
   c. habit.
   d. threat to expertise.

1049) Which of the following is not a source of individual resistance to change?
   a. habit
   b. security
   c. fear of the unknown
   d. inertia

Five reasons why individuals may resist change are
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.

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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.

1050) All of the following are sources of organizational resistance to change except:
   a. structural inertia.
   b. security. Page 181
   c. limited focus of change.
   d. threat to established power relationships.

1051) The built-in mechanisms that an organization has to produce stability are termed:
   a. structural inertia.
   b. threat to expertise.
   c. habit.
   d. selective information processing.

1052) Which one of the following is not listed as a tactic for dealing with resistance to change?
   a. collaboration
   b. manipulation
   c. participation
   d. cooptation

1053) Which tactic for overcoming resistance to change basically assumes that the source of resistance lies in misinformation?
   a. training and development
   b. facilitation and support
   c. education and communication
   d. teaching and advancement

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1054) Exchanging something of value for a lessening of resistance to change is best defined by which of the following tactics?

a. compromise
b. negotiation
c. cooptation
d. manipulation

1055) Using covert influence to overcome resistance to change is called:

a. negotiation.
b. cooptation.
c. manipulation.
d. coercion.

1056) Which tactic to overcome resistance to change is a relatively easy way to gain the support of adversaries, but may backfire if the targets become aware of the tactic?

a. negotiation
b. conciliation
c. manipulation
d. coercion

1057) If individuals resisting change are included in making change decisions in an attempt to gain their support, it is called:

a. cooptation.
b. exploitation.
c. manipulation.
d. coercion.
1058) The application of direct threats or force upon resisters is called:
   a. exploitation.
   b. cooptation.
   c. manipulation.
   d. coercion.

1059) Politics suggest that the impetus for change is more likely to come from:
   a. outside change agents.
   b. employees who are new to the organization.
   c. managers slightly removed from the main power structure.
   d. all of the above

1060) Managers who have spent their entire career with the organization and are high in the hierarchy are:
   a. good change agents.
   b. generally the impetus for change.
   c. often impediments to change.
   d. none of the above.

1061) This is one of the ways to achieve unfreezing:
   a. The driving forces directing behavior away from the status quo can be increased.
   b. The restraining forces which hinder movement from the inequality can be decreased.
   c. A combination of (a) and (b).
   d. All of the above are ways to achieve unfreezing.

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1062) Who developed a three-step model for change that included unfreezing, movement, and refreezing?
   a. John Kotter  
   b. David McClelland  
   c. Kurt Lewin  
   d. Lawrence Summers

1063) To direct behavior away from the status quo, one can increase the use of:
   a. restraining forces.  
   b. restricting forces.  
   c. driving forces.  
   d. compelling forces.

1064) To move from equilibrium, Lewin suggests:
   a. decreasing restraining forces.  
   b. increasing compelling forces.  
   c. decreasing driving forces.  
   d. all of the above

1065) _____ is a change process based on systematic collection of data and then selection of a change action based on what the analyzed data indicate.
   a. Organizational development  
   b. Action research  
   c. Planned change  
   d. Process consultation

1066) The step in the action research process where information is gathered about problem, concerns, and needed changes from members of the organization is:
   a. feedback.

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b. evaluation.

c. diagnosis.

d. action.

1067) All of the following are steps in the process of action research except:

a. diagnosis.

b. forming.

c. feedback.

d. action.

1068) The action research process closely resembles:

a. political research.

b. scientific method.

c. organizational development.

d. appreciative inquiry.

1069) In the process of action research, diagnosis is followed by:

a. feedback.

b. analysis.

c. action.

d. evaluation.

1070) Which of the following is considered a benefit of action research for an organization?

a. Employees can carry out the specific actions to correct the problems identified.

b. It is problem focused.

c. It is solution centered.

d. It is simple to implement.

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1071) ______ encompasses a collection of planned-change interventions built on humanistic-democratic values that seek to improve organizational effectiveness and employee well-being.

a. Organizational development
b. Planned change
c. Process consultation
d. Action research

1072) Which of the following is not considered an underlying value in organizational development?

a. participation
b. confrontation
c. contribution
d. power equalization

1073) The de-emphasis of hierarchical authority and control in OD is referred to as:

a. participation.
b. power equalization.
c. trust and support.
d. respect for people.

1074) Which of the following is not true of OD?

1) Problems should be condensed.
2) Problems should be openly confronted.
3) Effective organizations are characterized by trust.
4) People should be treated with dignity and respect.

1075) T-groups are also known as:

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a. action research teams.
b. appreciative inquiry training groups.
c. team building groups.
d. sensitivity training groups.

1076) _____ is a method of changing behavior through unstructured group interaction.
   a. Action research
   b. Planned change
   c. Process consultation
   d. Sensitivity training

1077) A tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences is:
   a. sensitivity training.
   b. survey feedback.
   c. process consultation.
   d. intergroup development.

1078) The purpose of _____ is for an outside consultant to assist a client, usually a manager, to perceive, understand, and act upon process events with which he or she must deal.
   a. a change agent
   b. survey feedback
   c. process consultation
   d. action research

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1079) The activities included in team building include all of the following except:

a. goal setting.

b. **personal development.**

c. team process analysis.

d. role analysis.

1080) Rather than looking for problems, _____ seeks to identify the unique qualities and special strengths of an organization, which can then be built upon to improve performance.

a. **appreciative inquiry**

b. action research

c. team building

d. process consultation

1081) Which of the following is not a step in the AI process?

a. discovery

b. dreaming

c. **devis**

d. destiny

1082) ______ is a new idea applied to initiating or improving a product, process, or service.

a. Continuous improvement processes

b. Double-loop learning

c. **Innovation**

d. Process reengineering

1083) An organization that has developed the continuous capacity to adapt and change is termed a(n):

a. **learning organization.**

b. continuous improvement process.
c. innovative organization.
d. double-loop learning organization.

1084) Which has been the most studied potential source of innovation?

a. cultural
b. structural
c. human resources
d. champions

1085) _____ involves correcting errors using past routines and present policies.

a. Process reengineering
b. Single-loop learning
c. Double-loop learning
d. Continuous improvement process

1086) Errors that are corrected by modifying the organization’s objectives, policies, and standard routines are part of:

a. single-loop learning.
b. double-loop learning.
c. process reengineering.
d. continuous improvement process.

1087) Which of the following is a characteristic of a learning organization?

a. People have standard ways of doing their jobs.
b. People pursue project of interest.
c. People communicate over vertical and horizontal boundaries.
d. People think in terms of independent relationships.
1088) Which of the following is not a characteristic of a learning organization?
   a. There is a shared vision upon which everyone agrees.
   b. People sublimate their personal self-interest to work together to achieve the organization’s shared vision.
   c. Members integrate old ways of thinking with new ideas.
   d. People openly communicate with each other.

1089) Which is not a suggestion for managers to make their firms learning organizations?
   a. Establish a strategy that makes management’s commitment to change explicit.
   b. Redesign the organization’s structure by flattening the structure and increasing the use of cross-functional teams.
   c. Reshape the organization’s culture by emphasizing risk taking and openness.
   d. Systematically collect data and then select a change action based on the analyzed data.

1090) For potential stress to become actual stress, _____ and _____ must be present.
   a. people; organizations
   b. ambiguity; importance
   c. uncertainty; risk
   d. importance; uncertainty

1091) Which of the following is most likely to turn potential stress into actual stress?
   a. An outcome is difficult to achieve.
   b. The situation is complex.
   c. An outcome is uncertain.
   d. The situation involves competition.

1092) Which of the following is not an organizational factor related to stress?
   a. economic conditions
b. task demands
c. role demands
d. organizational structure

1093) Which of the following is not a category of potential sources of stress?

   a. community
   b. environmental
   c. organizational
   d. individual

1094) Political uncertainties, economic uncertainties, and technological uncertainty are examples of which category of potential sources of stress?

   a. economic
   b. environmental
   c. organizational
   d. group

1095) There are several potential sources of stress. When pressures are created by other employees causing a lack of social support, the factor of stress involved is:

   a. interpersonal demands.
   b. organizational factors.
   c. role demands.
   d. organizational structure.
1096) Family issues, economic problems, and inherent personality characteristics are examples of which factor of potential stress?

personal  
environmental  
individual

1097) Symptoms of stress can surface as:

a. physiological outcomes.
b. psychological outcomes.
c. behavioral outcomes.
d. all of the above

1098) Which of the following characteristics is most likely to be associated with high stress?

a. considerable job experience  
b. external locus of control  
c. a high need to achieve  
d. type B behavior

1099) Symptoms of stress such as increased blood pressure and increased heart rate are ______ symptoms.

a. psychological  
b. physiological
1100) Which of the following is not a psychological consequence of stress?
   a. anxiety
   b. low self esteem
   c. frustration
   d. **high blood pressure**

1101) Excessive smoking, substance abuse, accident proneness, and appetite disorders are all examples of _____ consequences of stress.
   a. personal
   b. psychological
   c. **behavioral**
   d. physiological

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1102) The most widely studied pattern in the stress-performance literature is the _____ relationship.
   a. self-efficacy
   b. reverse-inverted
   c. inverted U
   d. double-loop

1103) An individual approach to reduce stress is:
   a. selection and placement.
   b. redesigning jobs.
   c. goal setting.
   d. relaxation training.

1104) Organizationally supported programs that focus on the employee’s total physical and mental condition are called:
   a. job redesign programs.
   b. wellness programs.
   c. employee involvement programs.
   d. organizational development programs.

1105) What do wellness programs focus on?
   a. mental condition
   b. physical condition
   c. both mental and physical condition
   d. stress reduction

1106) Which one of the following is not considered as a part of organizational output?

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Finished goods
Services
Dividends
Capital

1107) Which of the following is not one of the types of attitude?
   - Job satisfaction
   - Job Involvement
   - Organizational Behavior  page 29
   - Organizational commitment

1108) Which of the following is NOT included in the ways employees can express dissatisfaction?
   - Exit
   - Voice
   - Loyalty
   - Noise  page 31

1109) Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?
   - Extroversion
   - Openness to experience
   - Emotional stability
   - Agreeableness

1110) Which of the following is NOT a key component of emotional intelligence?
   - Self-awareness
   - Self-management
   - Commitment
   - Empathy

1111) What effect does stress typically have on mood?

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Positive

Negative

Unbiased

No effect

1112) It is not possible for Mr. Asim to understand everything he sees, he notices a few of the things, we can say that he engages in:

Assimilating

Selective perception

Halo Effect

Target Perception

1113) The most well-known theory of motivation is Abraham Maslow’s _____________.

Theories x and y

Hierarchy of needs

Goal setting theory

Equity theory

1114) Our intrinsic desire for personal development is included in Alderfer’s ____________ needs.
1115) Which of the following is NOT an important issue relating to goal-setting theory?

Defining the goal
Goal difficulty
Goal specificity
**Equity among co-workers**

1116) 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


1117) What happens in the second stage of group development?

- Close relationships are developed
- The group demonstrates cohesiveness
- **Intra-group conflict often occurs**
- The job task is performed

1118) Which of the following is one of the drawbacks of group decision making?

- More knowledge through pooling of group resources
- **More amount of time is required to make a decision**
- Increased acceptance & commitment due to voice in decisions
- Greater understanding due to involvement in decision stages
1119) Which of the following is traditionally followed by the formal channels of communication within an organization?

- Authority chain page 96
- Influence chain
- Transmission chain
- Social chain

1120) Clarification to employees about how well they are doing, and what can be done to improve performance, are examples of which function of communication?

- Information
- Control
- Motivation
- Emotional expression

1121) The _____ network best serves to promote high member satisfaction.

- Direct
- Circle
- Wheel
- All-channel

Ref: http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT247&lpg=PT247&dq=network+is+b eat+if+you+are+concerned+with+high+member+satisfaction&source=bl&ots=JFetK0rVJY& sig=bRfCm92nSZse5_CxrHtrOzkj-Y&hl=en&ei=ek8qTLyrMlrRce_s8JQD&sa=X&oi=book_result&ct=result&resnum=7&ved=0CEQ6AEwBg#v=onepage&q=network%20is%20best%20if%20you%20are%20concerned%20with%20high%20member%20satisfaction&f=false

1122) A communication channel with greater channel richness is most likely to provide:

- Greater feedback density
- Greater filtering capability

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Greater perceptual wellness

Larger amounts of information

1123) The study of organizational behavior is primarily concerned with all of the following dynamics in organizations EXCEPT:

- Interpersonal
- Behavioral
- **Astrology**
- Psychosocial

1124) How do proponents of reinforcement theory view behavior?

- As a product of heredity
- As a function of one’s power need
- As the result of a cognitive process
- **As environmentally caused**

1125) Which of the following is true for the people who adopt a thinking style based on logics and rationality?

- They process information serially
- They perceive things as a whole
- They perceive things on the basis of past experiences
- Their decisions depend upon situation

1126) Sheraz wants to become a surgeon, not only because achieving this goal will give him self-respect and autonomy, but also because he wants a job with high status and recognition from others. Which of Maslow’s needs is Sheraz trying to meet?

- Self-actualization

[Link to additional resources]
Social

Esteem page 60

Safety

1127) Teams are very useful in which of the following situations?

The work to be performed is very basic

The tasks are interrelated

No one wants to be accountable

The group is homogeneous

Ref
http://books.google.com.pk/books?id=D9gETokeQxYC&pg=PA212&lpg=PA212&dq=Teams+are+very+useful+tasks+are+interrelated&source=bl&ots=gR0e1yQzrD&sig=kFNFfA17wclHDEgOVhoyUqbM_8&hl=en&ei=4yY3TO‐jK4‐zrAeEmbiwAg&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBgQ6AEwAQ#v=onepage&q=Teams%20are%20very%20useful%20tasks%20are%20interrelated&f=false

1128) All of the following are studied in Organizational Behavior, EXCEPT

Human behaviors in organizations

International trade laws

Organizational culture

The relationship between people and organizations

1129) Which of the following behavior of an individual makes a positive contribution to an organization?

Motivational behavior

Performance behavior

Organizational citizenship

Perceptive contribution

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1130) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

- Positive reinforcement page 22
- Negative reinforcement
- Punishment
- Extinction

1131) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

- Negative reinforcement
- Punishment page 23
- Extinction
- Positive reinforcement

1132) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

- Agreeableness
- Emotional Stability
- Conscientiousness
- Extroversion

Ref:
http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA75&lpg=PA75&dq=behavior+of+an+individual+makes+a+positive+contribution+to+an+organization&source=bl&ots=TPoZ8mXe8X&sig=D3s9ASmOKDK0rrL1c_IDpt_b1wo&hl=en&ei=-Sc3TlyvJJeCrAf_z8WvAg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=behavior%20of%20an%20individual%20makes%20a%20positive%20contribution%20to%20an%20organization&f=false
1133) Mr. Ahmed started his career as a clerk, now after 6 years of hard work he has earned the position of finance manager. He believes that all his success is because of his own hard work and devotion. Ahmed has:

Self-efficacy
Internal locus of control
Emotional intelligence

Ref:
**Internal locus of control** Attributing outcomes to one's own actions

1134) Which of the following is an example of positive emotions?

- Anger
- Sadness
- **Pride**
- Disgust

1135) Which one of the following set of skills is best representing the required competencies of managers?

- **Technical skills, human skills and conceptual skills page 9**
- Leading skills, motivational skills and human skills
- Organizing skills, interpersonal skills and leading skills
- Motivating skills, intrapersonal skills and conceptual skills

1136) The rational decision-making approach assumes that decision makers:
Have complete information
Are motivated by greed
Are often distracted by the environment
Are subjective

http://docs.google.com/viewer?a=v&q=cache:goySL2rVjywJ:www.ccsenet.org/journal/index.php/ijbm/article/view/1492/1433+rational+decision-making+approach+assumes+that+decision+makers:Have+complete+information&hl=en&gl=pk&pid=bl&srcid=ADGEEShsjPultX3bq1qrgG8lrlGtO9AAJdM8lyP5n4HPmVc_hNHuHrVfqBDtElKgUW-XlS1eUaliQvcmKE6MuTg36dz9hJbJHcbrdMmYV2ZYnpcD4bUPpbni7cZC93JK7dzYjarU&Ssig=AHIEtbTKwEQQ8HMQTZnumKf7R1Hlx8Ad6g

1137) Mr. Ahmad is HR manager in an organization. He has ten employees who directly report to him. They are the part of which of the following group?

Command group
Task group
Friendship group
Interest group

Ref: A command group is a collection of subordinates who report to the same supervisor.

1138) Which of the following is a structured approach to decision making that focuses on generating alternatives silently, prevents criticism of alternatives, and uses a voting process to identify group choices?

Devil’s advocacy
The Delphi technique
Dialectical inquiry
The nominal group

Ref: The nominal group technique
“Process to generate ideas and evaluate solutions”
A form of structured group decision making that enables everyone to participate and have his/her ideas heard without hostile criticism or distortions.
A structured voting procedure is used to prioritize responses to the nominal question.
1139) Which of the following determines requirements of organization conversion process?

Machinery, computers and human skills page 13
- Raw material and capital
- Finished products and services
- HR and information system

1140) 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

1141) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

- Classical conditioning
- Social learning
- Operant conditioning
- Reinforcement theory

1142) Advertisements are directed at changing a person's:

Attitude
- Value
- Ethics
1143) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

Moods
Behaviors
**Values**
Customs

http://www.slideshare.net/rubayatppt/organizational-behavior-values-attitude-job-satisfaction

1144) Which of the following statements is NOT true about the difference between men and women when it comes to emotional reactions?

- Women show greater emotional expression
- Men express emotions more intensely
- **Men express anger more frequently**
- Women may have a greater need for social approval

Ref: Page 40

1145) Which of the following is NOT an important issue relating to goal-setting theory?

- Defining the goal
- Goal difficulty
- Goal specificity
- **Equity among co-workers**

1146) Which of the following is NOT a comparison an employee can use in equity theory?

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Self-inside

**Self-goal**

Other-outside

Self-outside

http://webcache.googleusercontent.com/search?q=cache:Bg1oNWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation+equity+theory+Self-inside+Self-goal+Otheroutside+Self-outside&hl=en&gl=pk&strip=1

1147) Two-factor theory suggests that dissatisfaction is caused by extrinsic factors. Which of the following is an example of such a factor?

- Advancement
- **Working condition**
- Achievement
- Recognition

1148) Which of the following is a direct monetary incentive given by the organizations to its employees?

- Promotion
- **Gain sharing**
- Flexible work hours
- Appreciation certificate

1149) When the group energy is focused on the task at hand, the group has moved to the __________ stage.

- Storming
- **Norming**
- Maturation
- Performing
1150) Which of the following statement best defines leadership?

- Implementing the strategy provided by management
- Least concerned in bringing organizational change
- Coordinating and handling day-to-day problems

**The ability to influence a group in goal achievement** page 102

1151) According to the Ohio State studies, the extent to which a leader’s behavior is directed toward getting the job done is called:

- Initiating structure
- Consideration
- Maximization
- Path-goal

http://changingminds.org/disciplines/leadership/actions/ohio_state.htm

1152) 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 page 107
- Production-oriented
- Task-oriented

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1153) Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:

Downward communication
Horizontal communication
**Upward communication**
Lateral communication

http://en.wikipedia.org/wiki/Upward_communication

1154) Which of the following is the most effective communication network for facilitating the emergence of a leader?

Chain
All-channel
**Wheel**
Direct

http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/viewer.asp%3Fdocument%3D977118913497f05a152c01123361281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1

1155) 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

1156) Which one of the following statement is **NOT** true regarding the relationship between age and job performance?

Older workers bring to their job: experience, judgment and strong work ethics
Older workers have more commitment to quality
Older workers are perceived as flexible and welcome new technologies

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Older workers are perceived as lacking flexibility and resistant to new technologies.

1157) Following a response by the termination or withdrawal of something unpleasant is called _________.

Positive reinforcement
Extinction
**Negative reinforcement**
Punishment

http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT70&lpg=PT70&dq=Following+a+response+by+the+termination+or+withdrawal+of+something+unpleasant+is+called&source=bl&ots=9vx0lgK_3G&sig=X0bW89i4AffO015AqPNdQsU5Pc&hl=en&ei=TmE3TJTgBcuLkAXJu5TMAw&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBwQ6AEwAQ#v=onepage&q=Following%20a%20response%20by%20the%20termination%20or%20withdrawal%20of%20something%20unpleasant%20is%20called&f=false

1158) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

- Felt
- Displayed
- Conditional
- Exposed

1159) Which of the following is least accurate about Ohio-State Study?

- High-high styles sometimes had negative relationship
- High-high leaders generally had superior subordinate performance
- **High initiating structure is positively related to grievances**
- High consideration is positively related to manager’s evaluation

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1160) Organizations that do not pay attention to diversity may face all of the following problems, Except:

Lower productivity
Increased tensions among workers
Decreased turnover
Increased complaints

1161) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement
Negative reinforcement
Punishment
Extinction

1162) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement
Punishment
Extinction
Positive reinforcement

1163) Action of a person consistent with one's personal values and the commonly held values of the organization and society is called which of the following behavior?
Legal behavior

**Ethical behavior**

Cognitive behavior

Loyal behavior

1164) Which of the following component of an attitude includes beliefs, opinions and information that a person has about the object he observed?

- Affective
- Behavioral
- Cognitive

1165) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

- Agreeableness
- Emotional Stability
- Conscientiousness
- Extroversion

1166) Which of the following is an example of positive emotions?

- Anger
- Sadness
- **Pride**
- Disgust

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1167) Which of the following is the study of social system such as families, occupational classes and organizations?

- Psychology  
- Sociology  
- Anthropology  
- Social Psychology

1168) In an interview, the interviewer's first impression of the interviewee (or target) is likely to be based upon:

- Nonverbal cues of the target  
- Verbal communication by the target  
- The intentions of the target  
- The target's physical appearance

1169) The rational decision-making approach assumes that decision makers:

- Have complete information  
- Are motivated by greed  
- Are often distracted by the environment  
- Are subjective

1170) In decision making process when managers define their limits and make their decision within the limits, it is called:

- http://groups.google.com/group/vuzs  
- vuZs.net
1171) People with which of the following decision making style work well with others and enjoy social interactions?

- **Behavioral**
  - Directive
  - Analytical
  - Conceptual

1172) Mr. Zia is directly involved in the production of the automobiles. He is facing low motivation due to repetitive tasks. His manager changes his responsibilities and now he has to perform different tasks. His motivation has increased because of which of the following strategy?

- Job enrichment
- Job enlargement
- Job sharing
- **Job rotation**

1173) All of the following are examples of downward communication flow **EXCEPT**:

- Managers informing employees of procedures
- Managers pointing out problems that need attention
- **Employees completing attitude surveys**
- Managers telling employees to work more quickly

[http://groups.google.com/group/vuzs](http://groups.google.com/group/vuzs) → vuZs.net
1174) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show.

- **Felt**
  - Displayed
  - Conditional
  - Exposed

Ref: Felt emotions are an individual’s actual emotions
Page 39

1175) 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

1176) All of the following are examples of downward communication flows EXCEPT:

- Managers informing employees of procedures
- Managers pointing out problems that need attention
- **Employees completing attitude surveys**
- Managers telling employees to work more quickly

1177) A leader high in initiating structure would do which of the following?

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Exhibit laissez-faire type of leadership
Maximize leader-member relations
- **Assign group members to particular tasks**
Empower employees to make their own decisions

Ref: The leader high in initiating structure could be described as someone who “assigns group members to particular tasks,” “expects workers to maintain definite standards of performance,” and “emphasizes the meeting of deadlines.”

1178) Teams are very useful in which of the following situations:

- The work to be performed is very basic
- The tasks are interrelated
- No one wants to be accountable
- The group is homogeneous

1179) Which of the following is true about virtual teams?

- There is an absence of verbal cues
- There is limited social context
- People collaborate online
- **All of the given options**

Ref:
The three primary factors that differentiate virtual teams
a. The absence of Para-verbal and nonverbal cues. These help clarify communication by providing increased meaning, but aren’t available in online interactions.
b. Limited social context. Virtual teams often suffer from less social rapport and less direct interaction among members.
c. The ability to overcome time and space constraints. Virtual teams allow people to work together who might otherwise never be able to collaborate.

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→ vuZs.net
1180) Team members with good listening, feedback, and conflict resolution skills possess _____________.

Technical expertise
Problem-solving skills
Decision-making skill
**Interpersonal skills**

Ref: Good listening, feedback, conflict resolution, and other interpersonal skills
Page 85

1181) Which of the following is NOT one of the key components of effective teams?

Effective work design
Recognized company identity
Supportive contextual influences
Well-managed team processes

1182) After which stage of a group’s development is there a relatively clear hierarchy of leadership within the group?

Norming
**Storming**
Development
Forming

Ref: [http://www.authorpick.net/group-definition-and-role/](http://www.authorpick.net/group-definition-and-role/)

1183) Which of the following statements is true?

[http://groups.google.com/group/vuzs](http://groups.google.com/group/vuzs) ➔ vuZs.net
All command groups are also task groups Page 79
All task groups are also friendship groups
All command groups are also informal groups
All informal groups are also command groups

1184) In which of the following situation Synergy is most likely to occur?

The activities of all group members are fully dependent on one another
The performance of one member of a group affects what other members do
Group members must perform specific behaviors in a predetermined order

**Group members acting together produce more or better output than alone**

Ref:
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).

1185) Which one of the following groups may want government to direct more attention to environmental problems?

**Interest group page 79**
Command group
Formal group
Task group

1186) Which of the following is a job that does not lend itself to telecommuting?

An attorney who spends most of her time researching on the computer
**A car salesman who demonstrates the features of a new model of car**
A telemarketer who uses the phone to contact clients
A product support specialist who fields calls from customers

[http://groups.google.com/group/vuzs](http://groups.google.com/group/vuzs)

⇒ vuZs.net
Ref:
Telecommuting Doing work that is generally performed in the office away from the office using different information technologies

1187) Which of the following is an example of a piece-rate plan?

Stock options
Rs20 for each unit produced page 72
Productivity bonus
Commission

1188) What sort of goals does Management By Objectives (MBO) emphasize?

Attainable, verifiable and measurable page 71
Achievable, controllable and profitable
Inspirational, teachable and creative
Challenging, emotional and constructive

Reference:
Management by objectives emphasizes participatively set goals that are tangible, verifiable, and measurable.

1189) Which of the following is NOT a biographical characteristic?

Region
Age
Sex
Tenure

Reference: Page 16
Age
• Gender
• Marital status
• Length of service, etc.

1190) What is the largest demographic change in the last few years in Pakistani workforce?

Increasing ethnic diversity
A fall in married workers
Increasing age of workers
More women in the workforce

Reference:
Page 20

1191) Which one of the following would be considered a motivator in the two-factor theory?

Salary
Working conditions
Bonuses
Responsibility

http://en.wikipedia.org/wiki/Two-factor_theory#Validity_and_criticisms

1192) Which of the following method is used for strengthening desirable behavior?

Negative Reinforcement
Neutral Reinforcement
Pleasant Reinforcement

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Positive Reinforcement

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWWumAP1EN1mnCI-vthDThjolM&hl=en&ei=Pdk4TICSNoXCrAeE0d2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CBQ6AEwAg#v=onepage&q&f=false

1193) 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

1194) Which of the following is NOT an important issue relating to goal-setting theory?

Defining the goal
Goal difficulty
Goal specificity
Equity among co-workers

Reference:
Page 64

1195) According to Maslow, when does a need stop motivating?

When it is substantially satisfied
It never stops motivating
When one returns to a lower level need

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When one chooses to move to a higher level need

1196) If a person responds the same way over time, attribution theory states that the behavior shows _______________.

Distinctiveness
Consensus
Consistency
Continuity

Reference:
Consistency: Responds in the same way over time

1197) 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 page 48

1198) According to attribution theory, which of the following is an internally caused behavior?

Working late in order to get a promotion page 48
Arriving at work late because heavy traffic
Working weekends because of your employer’s orders
Depending on luck for success

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vuZs.net
1199) What is the name of the theory that deals with how we explain the cause of behaviors of others?

Judgment Theory
Selective Perception Theory
**Attribution Theory**
Equality Theory

Ref:
Attribution theory describes how people explain the causes of their own and other people’s behavior.

1200) Which of the following is NOT an ethic in decision making?

Utilitarianism
Focus on right
Focus on justice
**Favoritism**

1201) Which of the following decision making style shows low tolerance for ambiguity and seeks rationality?

**Directive**
Analytical
Conceptual
Behavioral

1202) According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

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⇒ vuZs.net
Three Component Model
Contingency
Rational

1203) Asma is experiencing conveyance problem for her college pick and drop. She decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

Define the problem

**Identify the decisions criteria**

Evaluate other available alternatives
Select the best alternative

http://www.decision-making-confidence.com/rational-decision-making-models.html

The Six-Step Rational Decision-Making Model
1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives
5. Rate each alternative on each criterion
6. Compute the optimal decision

1204) Which of the following is the dimension of emotional intelligence that describes the ability to manage your own emotions and impulses?

Self-awareness

**Self-management page 41**

Commitment

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vuZs.net
Social-skills

Reference:
Self-management. The ability to manage one’s own emotions and impulses.

1205) The Big Five model is related to _________________

Perception

Personality Page 34
Experience
Culture

1206) Which of the following are defined as accepted principles or standards of a person or a group?

Traditions
Norms
Attitudes
Values Page 25

http://www.thefreedictionary.com/value

Values are the moral principles and beliefs or accepted standards of a person or social group

1207) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving. He expresses his dissatisfaction in which of the following ways:

Exit
Voice Page 32
Loyalty
Neglect

Reference:
Voice: Actively and constructively attempting to improve conditions, including suggesting

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improvements, discussing problems with superiors, and some forms of union activity.

1208) Rabia is working in a software house. She is a very hard working, motivated to achieve organizational goals and due to her attachment with the organization she wishes to continue her job with the same organization. Her behavior is showing:

**Job involvement**
- Job satisfaction
- Job commitment
- Job enrichment

1209) Which of the following is defined as a way of looking at life; a way of thinking, feeling or behaving?

- Value
- **Attitude**
- Behavior
- Mood

Ref: [http://www.career-success-for-newbies.com/define-your-attitude.html](http://www.career-success-for-newbies.com/define-your-attitude.html)

1210) Learning theories include all of the following EXCEPT:

- Classical conditioning
- Social learning
- Operant conditioning
- **Contingency theory**

Ref: Contingency theory is a leadership theory

1211) Which of the following is not considered as a characteristic of organizations?

[http://groups.google.com/group/vuzs](http://groups.google.com/group/vuzs)

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Social entities
Goal oriented

**Closed system page 12**
Deliberately structured

Reference:
Organizations are:
Social entities
Goal oriented
Deliberately structured
Linked to the external environment

1212) Which one of the following set of skills is best representing the required competencies of managers?

- Technical skills, human skills and conceptual skills Page 9
- Leading skills and motivational skills
- Organizing skills and interpersonal skills
- Motivating skills and intrapersonal skills

1213) Management functions of planning, organizing, leading and controlling were first classified by______.

Stephen Covey
Henry Mintzeberg
**Henri Fayol**
Marry Parker

Reference:
Frenchman Henri Fayol considers management to consist of seven functions:

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1. planning  
2. organizing  
3. leading  
4. coordinating  
5. controlling  
6. staffing  
7. motivating  

1214) ______________ 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.

1215) 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.

1216) 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

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1217) 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

1218) 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.

1219) 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


1220) Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting groups
Brainstorming
Delphi technique
Nominal group technique

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1221) 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.
- Leaders establish direction by developing a vision of the future; then they align people by communicating this vision and inspiring them to overcome hurdles.

1222) 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.

1223) 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.

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1224) 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”

1225) 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

1226) A **Mentor** is a senior employee who guides and supports a less-experienced employee.

- Facilitator
- Leader
- Coach

**Mentor**


*Simply stated, mentoring is a process in which a more experienced person supports and aids a less experienced person in his/her professional or personal development.*

1227) The path-goal theory was developed by ____________.

- Robert House
- Fred Fiedler
- Blake and Mouton
- Vroom and Yetton

**Robert House**

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

1228) Which of the following is **NOT** a dimension of trust?

- Integrity
- Competence
- Loyalty
- **Determination**

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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)

1229) Which of the following is a feeling of devotion, duty, or attachment to somebody or something?

- Integrity
- Consistency
- Loyalty
- Reliability


**Feeling of duty: a feeling of devotion, duty, or attachment to somebody or something**

1230) 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 trustworthiness modulate the leader’s access to knowledge and cooperation.

1231) 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

[http://groups.google.com/group/vuzs](http://groups.google.com/group/vuzs)

⇒ vuZs.net
1232) 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

1233) Which of the following is least likely to create dependency?

- Scarcity of resources
- Non substitutability
- Power legitimacy
- Supply and demand

1234) Activities that influence the distribution of advantages and disadvantages within an organization are known as:

- Human resources
- Political behaviors
- Influential power moves
- Interactive initiatives

http://webcache.googleusercontent.com/search?q=cache:2XEauZcrEUgJ:www.busi.mun.ca/jaya/2301/OB7F03.ppt+Activities+that+influence+the+distribution+of+advantages+and+disadvantages+within+an+organization+are+known+as&cd=2&hl=en&ct=clnk&gl=pk

1235) Which of the following is NOT considered one of the potential sources of conflict?

- Too much communication
- Value similarities
- Too little communication
- Jurisdictional ambiguity

1236) The focus of relationships in distributive bargaining is:

- Accommodation
- The long term

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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.

1237) Which one of the following dichotomies of organizational structure specifically defines where decisions are made?

Complexity/simplicity
Specialization/enlargement
Formalization/in formalization
Centralization/decentralization

1238) 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

1239) A bureaucracy is characterized by all of the following EXCEPT:

Highly routine operating tasks
Formalized rules and regulations
Decentralized decision making
High work Specialization

1240) How do most employees react to job enlargement efforts?

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⇒ vuZs.net
Unqualified approval
Somewhat enthusiastically
With a lack
The reaction tends to be mixed

1241) 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

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

1242) 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

http://groups.google.com/group/vuzs
1243) 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

1244) 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

1245) 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

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.

1246) 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**

1247) Which of the following are indicators of a strong organizational culture?

- Weak managers
- Narrowly defined roles
- **Widely shared values**

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→ vuZs.net
High levels of dissention
Ref: strong cultures: The organization’s core values are both intensely held and widely shared.

1248) 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

1249) Which of the following is NOT a means of transmitting culture within an organization?
Stories
Rituals
Language
Therapy

1250) Which of the following is NOT a source of individual resistance to change?
a. habit
b. security
c. fear of the unknown
d. inertia

Five reasons why individuals may resist change are
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

1251) Which one of the following is not listed as a tactic for dealing with resistance to change?
Manipulation
Participation
Education

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1252) 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

1253) 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 page 14
- 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.

1254) 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

1255) 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.

1256) 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.

1257) 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 demands

Ref: Motivation
“A state of mind, desire, energy or interest that translates into action”
or
“The inner drive that directs a person’s behavior toward goals”

1258) Which of the following is likely to decrease as a worker grows older?

Productivity
Likelihood of quitting
Work ethic
Absenteeism

Ref: • There is a negative relationship between tenure to absence.

1259) Individual decisions are generally preferable to group decisions when which of the following is required?

Speed
Creativity
Acceptance
Quality

1260) If trait theories of leadership are valid, then leaders are _____.

Educated
Trained
Born
Authoritarian

Ref • Trait theories assumption: Leadership is basically inborn, therefore we could select the right

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→ vuZs.net
leaders.
behaviors.

1261) If Ali is apprehensive regarding oral communication, which of the following behaviors is he least 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

1262) 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.

1263) 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.

1264) 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 manager 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: • Knowledge-based trust
• Trust based on the behavioral predictability that comes from a history of interaction

1265) Computer specialist, tax accountants, economists and industrial psychologists possess which of the following power?
  Referent
  Information
  Formal

**Expert page 115**

Ref: **Expert Power:**
• *Expert power* is "influence wielded as a result of expertise, special skill, or knowledge."

1266) Leaders achieve goals, and power is:

  A goal in and of itself
  Usually used by poor leaders

**A means of achieving goals page 115**

A strong influence on leaders’ goals

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

1267) Which of the following is least likely to create dependency?

  Scarcity of resources
  Non substitutability
  Power legitimacy
  Supply and demand

1268) Dependency is decreased when the resource you control is:

  Scarce
  Important
  Insufficient

**Easily replaced**

1269) Which of the following is a form of illegitimate political behavior?

  Forming coalition
  Symbolic protests
  Complaining to supervisors
  Bypassing the chain of command

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⇒ vuZs.net
1270) Which bargaining strategy is preferable for use in intra-organizational behavior?

Positive negotiation
Distributive bargaining
- **Integrative bargaining page 132**
- Equal bargaining

Ref: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.

1271) 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 than his range. Both of them then negotiate over price. This is an example of:

- **BATNA**
- **Distributive negotiation page 132**
- **Integrative negotiation**
- **Third party negotiation**

Ref: **Distributive bargaining**
- An example of distributive bargaining is buying a car:
  a. You go out to see the car. It is great and you want it.
  b. The owner tells you the asking price. You do not want to pay that much.
  c. The two of you then negotiate over the price.

1272) 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.

1273) 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**

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Internal locus of control people are better negotiators

1274) 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

1275) 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

1276) Which of the following terms involves the use of power and influence tactics for personal benefit?

- Political seasoning
- Coalition formation
- **Legitimate authority**
- Organizational politics

Ref: **Organizational politics involves the use of power and influence for personal gain.**


1277) 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 page 126**

Ref: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome

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1278) If you have a narrow span of control, you have which of the following type of an organization?

Efficient
Short
Tall
Matrix

1279) 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

1280) Setting Goals, establishing and communicating elements and standards is called:

Planning
Developing
Monitoring
Leading

1281) ____________ is a management strategy aimed at embedding awareness of quality in all organizational processes.

Development
Standards
Benchmarking
TQM

Ref: http://en.wikipedia.org/wiki/Quality_management

1282) All of the following include behavioral symptoms of stress EXCEPT:

Asthma
Bad moods
Being irritable
Defensiveness

Asthma is Long-term Physical Symptoms

1283) All of the following include Physical symptoms of stress EXCEPT:

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Bad moods
Faster heart beat
Increased sweating
Cool skin
Bad mood is behavioral symptoms of stress

1284) When the people are asked to envision the organization in five years and to describe what is different is called:
Discovery
Dreaming
Design
Destiny
http://www.citeman.com/4139-inter-group-development/

1285) 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

1286) 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 page 166

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.

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1287) Which characteristic is NOT reflective of subcultures?

- Includes core values of the organization page 171
  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

1288) 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

1289) 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

Ref: change agents can offer a more objective perspective than insiders can

http://webcache.googleusercontent.com/search?q=cache:-RybWk9FSBYJ:web.ed.ntnu.edu.tw/~minfei/OBch19.doc+If+an+organization+use+an+insider+as+a+change+agent,+as+opposed+to+an+outside+consultant+The+change+would+probably+be+more+objective&cd=16&hl=en&ct=clnk&gl=pk

1290) 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.

1291) 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

To reduce social loafing, group members must know that each individual's contributions will be evaluated. The more a person can evaluate individuals the less social loafing will happen in a group

1292) 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 managers/CEO needs Conceptual type of skill the most.
1293) 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

This describes the process of shaping the operant behavior of answering questions. In shaping you start by reinforcing anything that is close to the final response. Then you gradually require closer and closer approximations before giving a reinforcer. So this is an example of Operant conditioning.

1294) Which of the following can be considered a method of social learning?

- Classroom
- Workshop
- TV commercial
- Work Manual

http://www.slideshare.net/wcfujita/observational-social-learning-theory

1295) “Smoking is injurious to health”. This statement is an example of which one of the following components of attitude?

- Cognitive page 28
- 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.

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1296) 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 page 48**

1297) Which of the following statement best describes “motivation?”

- Results in a level of efforts put by a group
- Results in a level of efforts put by a group
- Guides an individual’s efforts towards a goal page 59
- Meets an individual’s needs, wants and demands

**Ref:** Motivation

“A state of mind, desire, energy or interest that translates into action”
or
“The inner drive that directs a person’s behavior toward goals”

1298) What are the three key elements of motivation?

- Interest, activity and reward
- Awareness, effort and outcome
- Stimulation, progress and achievement

**Intensity, direction and persistence page 59**

**Key Elements of Motivation**

- Intensity
- Direction
- Persistence

1299) 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 Page 60
- Physiological

**Maslow’s Hierarchy of Needs**

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

1300) Who developed ERG theory?

- McClelland
- Maslow
- Alderfer page 61
- Ouchi

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

1301) 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

1302) 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

1303) Which of the following are the two dimensions of leader behavior explained in the Ohio State studies?

- Initiating structure and consideration page 106
- Employee-oriented and production-oriented
- Concern for people and concern for production
- Operant conditioning and classical conditioning

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

1304) 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.

1305) According to the Managerial Grid, managers perform best using which of the following styles?

9, 9
9, 1
1, 9
5, 5


The grid itself suggests that management is best at a 9,9 co-ordinates, where both people and production concerns are fully addressed, but a question is whether this is always appropriate, either all the time or at different times.

1306) Which of the following is an example of downward communication flow?

Suggestion boxes
Discussing problem with boss
Feedback on job performance
Letters to your boss

1307) Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:

Downward communication
Horizontal communication
Upward communication
Lateral communication

http://en.wikipedia.org/wiki/Upward_communication
1308) 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

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

Four characteristics of the charismatic leader have been identified. They have a vision, are willing to take risks to achieve that vision, are sensitive follower needs, and exhibit behaviors that are out of the ordinary.

1310) 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 trustworthiness modulate the leader’s access to knowledge and cooperation.

1311) The most fragile relationships are contained in which of the following types of trust?

- Reward
- Deterrence page 112
- Knowledge
- Identification

**Deterrence-Based Trust:**

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

1312) 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 page 120**

1313) 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 page 124**
- Intrarole Conflict

1314) In which stage of the conflict process does conflict become visible?

- Illumination
- Intentions

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1315) Which bargaining strategy is preferable for use in intra-organizational behavior?

Positive negotiation
Distributive bargaining

Integrative bargaining page 132
Equal bargaining

Ref: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.

1316) The example of labor-management negotiations over wages exemplifies which of the following bargaining?

Integrative
Reflective

Distributive page 132
Restrictive

1317) 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

Devil's advocacy Assigning someone the role of critic

1318) 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 page 128
Arbitrator
Conciliator
Consultant

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The third party acts as a mediator, taking a neutral stance and helping parties reconcile their differences.

1319) If you have a narrow span of control, you have which of the following type of a (n) organization?

   Efficient
   Short
   Tall
   Matrix

1320) 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

1321) 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

1322) 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

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   vuZs.net
Regional economic alliances examples
– European Union (EU).
– Caribbean Community (CARICOM).
– Asia-Pacific Economic Co-operation Forum (APEC).

1323) 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

1324) 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

1325) When the people are asked to envision the organization in five years and to describe what is different is called:
- Discovery
- Dreaming
- Design
- Destiny

1326) 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.

1327) 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

1328) A technical specialist working with a reputable organization is allowed to continue to contribute his expertise to the company without having to become a 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 options?
   - Traditional career path
   - Network career path
   - Lateral skill path
   - Dual career path page 166

   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.

1329) The centerpiece of most diversity programs is:

- Money
- Employer commitment
- Training
- Human resource personnel

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1330) 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 page 171
Likely to be a weak culture of an organization

• An organization’s culture is its dominant culture.

1331) 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

1332) Responding to changes in external or internal environment is called:

- Incremental Change
- Anticipatory change
- Radical Change
- Reactive change

1333) 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

1334) 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
1335) 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:

1336) A bachelor degree holder is most likely to have a job that requires:

Human skills
Technical skills page 9
Conceptual skills
Leading skills

1337) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt
Displayed
Conditional
Exposed

1338) 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

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

1339) 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

1340) 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

1341) The reasons for political behavior include all of the following EXCEPT:

Ambiguous goals
Scarc resources
Control of information
Non-programmed decisions

1342) Samina and Naeem are Senior managers of marketing department. 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

Task conflict
Conflict over content and goals of the work

1343) The degree to which two party’s goals can be achieved simultaneously is called:

- Goal interdependence
- Goal accommodation
- Goal avoidance
- **Goal compatibility**

1344) 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

1345) 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**

1346) The main advantage of division of labor is that it promotes:

- Worker satisfaction
- Worker autonomy
- The creation of stimulating jobs
- **Efficient use of labor**
1347) The process of constructing and adjusting an organization's structure to achieve its goals is:

- Strategic management
- Strategy-structure fit
- Organizational design
- Organizational reconfiguration

http://webcache.googleusercontent.com/search?q=cache:SKeN0zvtOhMJ:www.slideshare.net/guest3bd2a12/organizational-design-presentation+Organizational+design+process+of+constructing+and+adjusting+an+organization's+structure+to+achieve+its+goals&hl=en&gl=pk&strip=1

1348) Which of the following is the manner in which divided tasks are combined and allocated to work groups?

- Departmentalization
- Specialization
- Formalization
- Standardization

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA411&lpg=PA411&dq=the+manner+in+which+divided+tasks+are+combined+and+allocated+to+work+groups&source=bl&ots=TPo_2IZiyT&sig=JbCz0ICM74hdtQ4Mc20ni2xYPPk&hl=en&ct=抢&resnum=1&ved=0CBcQ6AEwAA#v=onepage&q=the%20manner%20in%20which%20divided%20tasks%20are%20combined%20and%20allocated%20to%20work%20groups&f=false

1349) Which of the following selection technique is most commonly used worldwide?

- Work sample test
- Interview
- Background check
- Performance-simulation tests

1350) Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

- Job description

Job specification page 164
- Job evaluation

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Job enrichment

1351) All of the following are examples of internal forces for change **EXCEPT:**

- Company Crisis
- Changing work climate
- Declining effectiveness
- **Globalization**


1352) 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

1353) Which of the following is the individual source of resistance to change?

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


1354) Which of the following is the organizational source of resistance to change?

- Fear of unknown
- Economic threat
- New social relationship
- **Fixed investment page 181.**

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1355) 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

1356) 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

1357) Which of the following are identified as new managerial functions?

Planning and organizing
Leading and controlling
Directing and monitoring
TQM and continuous improvement

1358) 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

Technology - the intellectual and mechanical processes used by an organization to transform inputs into products or services that meet

1359) 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

1360) According to the Big Five model; people having personality dimension of openness to experience are:

- Caring and dependable
- Flexible and risk taker page 35
- Outgoing and talkative
- Tolerant and self-hearted

1361) The ability of a person to manipulate 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.

1362) According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

- Bounded Rational Page 53
- Three Component Model
- Contingency
- Rational

Reference: Bounded Rationality; People satisfice—they seek solutions that are satisfactory and sufficient.

1363) When individuals compare their outcomes and inputs against those of others, the framework is ________________.

- Equity theory page 59
- Expectancy theory
- Reinforcement theory
- Two Factor theory

Equity theory proposes that workers compare their own outcome/input ratio (the ratio of the outcomes they receive from their jobs and from the organization to the inputs they contribute) to the outcome/input ratio of a referent.

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1364) Which of the following is NOT a biographical characteristic?

- Region
- Age
- Sex
- Tenure

Reference: Page 16

Age
- Gender
- Marital status
- Length of service, etc.

1365) What does MBO provide for the individual employee?

- Specific performance objectives Page 71
- Precise job descriptions
- Clear direction and purpose
- Higher salaries

MBO’s appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

1366) Which of the following groups is defined by the organization’s structure?

- Informal
- Friendship
- Interest
- **Formal page 80**

*Formal groups*—those defined by the organization’s structure, with designated work assignments establishing tasks

1367) 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 page 89**

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Virtual teams have a significant amount of communication and interaction occurring electronically rather than face to face.

1368) 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.

1369) Which step determines whether understanding has been achieved during the communication process?

- Decoding
- Feedback
- Channel
- Encoding

1370) Which of the following is NOT an example of upward communication?

- Informing employees of policies
- Suggestion boxes
- Grievance procedures
- A letter to your boss

1371) Bilal tells his boss only what he believes the boss wants to hear. Bilal is engaging in:

- Filtering
- Defensiveness
- Selective perception
- Selective selection

Filtering occurs when senders withhold part of a message because they think the receiver does not need or want the information.

1372) Which of the following leadership model integrates the expectancy theory of motivation with the Ohio state Leadership research?

- Contingency
- Path-goal

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Leader-participation
Cognitive arousal

http://books.google.com.pk/books?id=V0ON3WC9qikC&pg=PA193&lpg=PA193&dq=Path-goal+integrates+the+expectancy+theory+of+motivation+with+the+Ohio+state+leadership+research&source=bl&ots=BUSITE1VFi&sig=Gww4MN_pDs0jnhuhkyYTv0gJc&hl=en&ei=YcU8TOHBO1zBccP8-ZMD&sa=X&oi=book_result&ct=result&resnum=4&ved=0CCUQ6AEwAw#v=onepage&q=The%20path-goal%20leadership%20theory%20combines%20elements%20of%20the%20Ohio%20State%20studies%20(ie%20...%20and%20initiating%20structure)%20with%20expectancy%20theories%20and%20motivation.&f=false

1373) 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

1374) Which of the following is a feeling of devotion, duty, or attachment to somebody or something?

- Integrity
- Consistency
- Loyalty
- Reliability

Feeling of duty: a feeling of devotion, duty, or attachment to somebody or something

1375) The new manager-employee relationship is an example of which of the following type of trust?

- Deterrence-based page 112.
- Knowledge-based
- Identification-based
- Supposition-based

1376) When a bank robber points a gun at a bank employee, which of the following is his base of power?

- Coercive
- Legitimate

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1377) Which of the following types of power requires acceptance of the leader’s authority by members of the organization?

- Personal
- Organizational
- **Legitimate**
- Positional

1378) 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

1379) High job specialization can lead to which of the following type of conflict?

- Communication
- **Structural**
- Personal-variable
- Job-related

1380) Which of the following is mostly likely to promote the success of mediation?

- **High motivation of the disputing parties page 134.**
- 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.
1381) 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.

1382) 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

1383) 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

1384) 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

1385) Which of the following are the forces that affect how an organization designs its structure?
1386) 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

1387) 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.

1388) When the people are asked to envision the organization in five years and to describe what is different is called:

- Discovery
- Dreaming
- Design
- Destiny

http://www.citeman.com/4139-inter-group-development/

1389) 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

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To assess a candidate’s credit history

1390) 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

1391) 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

http://webcache.googleusercontent.com/search?q=cache:z4_M809Z9HEJ:www.studies-online.org/MGT413/Notes/Motivation.ppt+1389)+Performance+is+a+function+of+Ability,+motivation+and+opportunity&cd=3&hl=en&ct=clnk&gl=pk

1392) Cultures within an organization, typically defined by department designations and geographical separation are called:

Multi cultures

National Cultures

Dominant Cultures

Subcultures

1393) Which characteristic is NOT reflective of subcultures?

Includes core values of the organization page 171

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

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1394) 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

1395) Looking for better way to stay is called:

Reactive change
**Anticipatory change page 179**
Radical Change
Incremental Change

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

1396) 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.

1397) 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.

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• Manipulation and Cooperation
  – Twisting and distorting facts to make them appear more attractive.
• Coercion
  – The application of direct threats or force upon resisters.

1398) If a manager 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.

1399) 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.

1400) The communication used by managers to provide job instructions is an example of:

Downward communication
Lateral communication
Directional communication
Diagonal communication

Ref: In downward communication Organizational decisions are made at top level and then flow down to the people who carry them.
1401) All of the following are the examples of reward power EXCEPT:

Pay
Work assignments
Promotion
Transfer

1402) 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

1403) 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

1404) Which of the following best describes a leader?

Being a leader also means being a manager
Leaders can emerge from within a group
Leaders are appointed to their positions

Leaders influence others beyond the formal authority

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1405) 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**

1406) 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

1407) Which of the following is the manner in which divided tasks are combined and allocated to work groups?

Departmentalization
Specialization
Formalization
Standardization

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA411&lpg=PA411&dq=the+manner+in+which+divided+tasks+are+combined+and+allocated+to+work+groups&source=bl&ots=TPo_2lZifT&sig=JbCz0lCM74hdtQ4MczoNi2xYPPk&hl=en&ei=qzo8TP6-H4LBcd_cnIAD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBcQ6AEwAA#v=onepage&q=the%20manner%20in%20which%20divided%20tasks%20are%20combined%20and%20allocated%20to%20work%20groups&f=false

1408) 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**

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http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA443&lpg=PA443&dq=Environmental+uncertainty+exists+when+managers+Have+difficulty+predicting+the+impact+of+environmental+factors&source=bl&ots=TPo_2jVkeW&sig=jRoDZel1pcrBom8tPOclipUsrA&hl=en&ei=DMg8TOfKGo_ZeY200YoD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBM MQ6AEwAA#v=onepage&q=Environmental%20uncertainty%20exists%20when%20managers%20Have%20difficulty%20predicting%20the%20impact%20of%20environmental%20factors&f=false

1409) 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=19gbRR-x1o&sig=oxJjRGiD0GOklVRBWzwxYvIRMcu4&hl=en&ei=olmG4mAO4G-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

1410) Which of the following selection technique is most commonly used worldwide?
- Work sample test
- Interview
- Background check
- Performance-simulation tests

1411) 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

1412) All of the following are examples of internal forces for change **EXCEPT:**
- Company Crisis
- Changing work climate
- Declining effectiveness
1413) Which of the following is the individual source of resistance to change?

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

1414) Which of the following is the organizational source of resistance to change?

Fear of unknown
Economic threat
New social relationship
**Threatened power** page 182.

1415) 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**

1416) 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.

1417) 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

1418) Which of the following performance management component is about acknowledging good performance?

- Planning
- Monitoring
- Rewarding
- Rating

1419) 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

1420) Which one of the following is not considered as a part of organizational output?

- Finished goods
- Services
- Dividends
- Capital

1421) The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

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Terminal Values
- Power Distance
- Fairness
- Uncertainty Avoidance

1422) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

Felt Emotions
Displayed Emotions page 39
Moods
Emotional Intelligence
Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1423) When an employee expresses organizationally desired emotions during interpersonal transaction, it is called:

Alexithymia
Felt Emotions
Emotional Labor
Displayed Emotions page 39
Displayed emotions are those that are organizationally required and considered appropriate in a given job.

1424) 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 page 48

1425) 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

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vuZs.net
Halo effect

**Projection page 49**

- **Projection**
  - Attributing one’s own characteristics to other people

1426) 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

1427) In equity theory, individuals assess the__________________.

- Cost-benefit ratio
- Efficiency-effectiveness trade-off
- Quantity-quality trade-off
- **Outcome-input ratio page 59**

1428) Who sets MBO objectives?

- The immediate supervisor
- **The superior and subordinate**
- The head of department
- The employees themselves

1429) 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

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1430) When the group energy is focused on the task at hand, the group has moved to the __________ stage.

Storming
Norming
Maturation
Performing

1431) Demand on leader is __________ in a team comprising of 2-7 members.

High
Highest
Low
Moderate

1432) 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

1433) 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
1434) There is fairly strong evidence that traits can predict ____ more accurately than leadership effectiveness.

Leadership emergence
Extraversion in leaders
Leadership awareness
Leadership competence

1435) 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

1436) Which of House’s leaders from path-goal theory are friendly and show concern for the needs of followers?

   Directive
   Supportive
   Participative
   Achievement-oriented

1437) 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
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 manager 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: • Knowledge-based trust
• Trust based on the behavioral predictability that comes from a history of interaction

Legitimate power is based on which of the following element?

- Positive rewards
- Interpersonal trust
- **Structural position**
- Expert knowledge

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

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 page 124**
- Intrarole Conflict

All of the following are types of conflict EXCEPT:

- Task Conflict
- **Person-role Conflict**
- Relationship Conflict

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Process Conflict

1443) 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

1444) 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 page 128
- Arbitrator
- Conciliator
- Consultant

The third party acts as a mediator, taking a neutral stance and helping parties reconcile their differences.

1445) 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

1446) Which one of the following is consistent with a simple structure?

- High centralization
- High employee discretion
- Standardization
- Bureaucracy

1447) You have eliminated horizontal, vertical, and external barriers within your organization. You are operating as a/an:

- Boundaryless organization
- Organizational pyramid

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Matrix organization
Virtual organization


1448) 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

1449) 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

1450) 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

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1451) 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

1452) Which type of selection technique is given the most weight?

Written test
Performance-simulation test
Electronic test
Interview

1453) The centerpiece of most diversity programs is:

Money
Employer commitment
Training
Human resource personnel

1454) A strong culture can act as a substitute for which of the following?

Institutionalization
Formalization
Socialization
Organizational rules
1455) 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.

1456) 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

1457) Which of the following is **NOT** a source of individual resistance to change?

a. habit
b. security
c. fear of the unknown
d. inertia

Five reasons why individuals may resist change are:

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 preferences.
perceptions. Once they have created this world, it resists change

1458) What term is used for feelings that tend to be less intensive than emotions?

Affect
Cognition
Thoughts
Mood

1459) Which one of the following is NOT a characteristic of a group in organization?

Common goal
Interaction with one another
Accept expectations and obligations
Mutually independent

1460) 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

1461) All of the following are the primary bases of personal power EXCEPT:

Referent power
Position power
Expert power
Coercive power

1462) 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

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?

1463) 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
Interpersonal conflict
Representative conflict

1464) 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

1465) Which of the following is NOT a personal cause of conflict in organizations?

Personalities
Perception
Authority relationships
Communication
To achieve a compromise approach, one needs to ____________.

- Avoid overt disagreement
- Value openness and trust
- Dominate the other conflicting party

Ref: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome

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

- Departmentalization
- The organizational chart
- Specialization
- The administrative hierarchy

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

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

- Process
- Service
- Function
- Structure

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

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Strategic management
Strategy-structure fit
Organizational design
Organizational reconfiguration

http://webcache.googleusercontent.com/search?q=cache:SKeN0zvtOhMJ:www.slideshare.net/guest3bd2a12/organizational-design-presentation+Organizational+design+process+of+constructing+and+adjusting+an+organization's+structure+to+achieve+its+goals&hl=en&gl=us

1471) 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
Task restructuring
Flextime

http://docs.google.com/viewer?a=v&q=cache:SBLpc7H9gTsJ:polaris.umuc.edu/~nhoaglan/COMM393X/example.pdf+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&hl=en&gl=us&pid=bl&srcid=ADGEESjah6NWomz4CumoVdm-kvBVqV4pCxcdtvBNC3QWnbct7IZ9-qzwVVYBhx_72oD23KAzOEzzlrepqStf9zO0GSda4mMXkdvPYv0H6okpD2oE02B4fNTtmvBxj3L37p8K86DY-3vjE&sig=AHIEtbSk2Jrn-JUnGbr-pl97e98U7FjXMQ

1472) The tools, techniques, and actions used by an organization to transform inputs into outputs are called:

An organization’s technology

http://books.google.com.pk/books?id=CmFjF5tNmuEC&pg=PA17&lpg=PA17&dq=Technology+(tools,+techniques,+actions+used+to+transform+inputs+into+outputs)&source=bl&ots=XpDLvSG_p6&sig=soHMHfK9W5YFr7HB5pNLbXG2tVY&hl=en&ei=EYQ9T7JH8ylKAwOoPvxDA&sa=X&oi=book_result&ct=result&resnum=10&ved=0CDUQ6AEwCQ#v=onepage&q=Technology%20(tools%2C%20techniques%2C%20actions%20used%20to%20transform%20inputs%20into%20outputs)&f=false

1473) Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

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Job description
Job specification page 164
Job evaluation
Job enrichment

1474) Which of the following specifies the relative value of each job in the organization?

Job description
Job specification

1475) All of the following are examples of external forces for change **EXCEPT:**
Workforce diversity
Globalization
Company Crisis
Ethical behavior

1476) All of the following are examples of external forces for change **EXCEPT:**

Changing work climate
Workforce diversity
Globalization
Ethical behavior

1477) Which of the following is the individual source of resistance to change?

**http://groups.google.com/group/vuzs**

⇒ vuZs.net
Structural inertia
Threat to expertise
**Dislike of change agent**
Threatened power


1478) Which of the following is the individual source of resistance to change?

Structural inertia
Threat to expertise
**New social relationships**
Threatened power

1479) 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
**Organizational Development**

1480) Which of the following can be termed as organizational development program?

http://groups.google.com/group/vuzs

→ vuZs.net
Switching from manual to computerized system

Technological change

Total Quality Management

Designing changes for other organization

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 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.

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

- Planning
- Monitoring
- Rewarding
- Developing

http://groups.google.com/group/vuzs ➔ vuZs.net
1483) 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

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA460&lpg=PA460&dq=Individual+task+outcomes&source=bl&ots=0lwVDExzul&sig=-3JStL0et7CLtT0T1QsLYaaVTQ&hl=en&ei=F4o9TK7lMdGGkAWG69ikDA&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDQQ6AEwBg#v=onepage&q=Individual%20task%20outcomes&f=false

1484) The behavior of people is influenced by which of the following factors?
   Psychological needs
   Individual drives
   Social roles and status
   All of the given options

1485) Which of the following is defined as intellectual and mechanical processes used by an organization to transform inputs into products or services?
   Mechanism
   Technology page 12.
   Operational system
   Information system

Technology - the intellectual and mechanical processes used by an organization to transform inputs into products or services that meet

1486) Which of the following is not one of the types of attitude?
   Job satisfaction
   Job Involvement
   Organizational Behavior page 29
   Organizational commitment

http://groups.google.com/group/vuzs

vuZs.net
1487) Which of the following is NOT included in the ways employees can express dissatisfaction?

- Exit
- Voice
- Loyalty
- **Noise**

1488) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

- Terminal values
- **Instrumental values**
- Theoretical values
- Social values

1489) The relatively stable set of psychological attributes that distinguishes one person from another is called __________

- Attitude
- **Personality**
- Perception
- Mind-set

1490) According to c:

- Caring and dependable
- **Flexible and risk taker**
- Outgoing and talkative
- Tolerant and self-hearted

1491) Mr. Abad thinks that his own actions and behaviors have an impact in determining what happens to him. What do you think he has?

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1492) Which of the following is the dimension of emotional intelligence that describes the ability to manage your own emotions and impulses?

Self-awareness
Self-management
Commitment
Social-skills

Reference:
Self-management. The ability to manage one’s own emotions and impulses.

1493) Which of the following is NOT a factor in the individual perceiver?

Attitude
Motive
Location
Perception

Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations.

1494) A decision making model that describes how individuals should behave in order to maximize some outcomes is:

Rational decision making
Bonded rational model
Intuitive decision making
Contingent decision making

1495) What is the first step in the Rational Decision-Making Model?

Defining the problem
Weighing the decision criteria
Identifying the decision criteria

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Developing alternatives

1496) Which of the following is NOT an assumption of the rational decision-making model?

- The decision maker has complete information
- The decision maker is aware of all consequences
- The decision maker can identify all the relevant criteria
- The decision maker is constrained by time and costs page 53

1497) If someone wishes to emphasize the importance of making decisions consistent with fundamental liberties and privileges, the focus of his/her teaching will be on which of the following?

- Rights
- Privilege
- Justice
- Utilitarianism

1498) According to attribution theory, which of the following is an internally caused behavior?

- Working late in order to get a promotion page 48
- Arriving at work late because heavy traffic
- Working weekends because of your employer’s orders
- Depending on luck for success

1499) 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 page 49

• Projection

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– Attributing one’s own characteristics to other people

1500) Which level of Maslow’s hierarchy of needs deals with satisfying one’s hunger, thirst, and need for sex?

Self-esteem
Safety
**Physiological**
Social

1501) Sheraz wants to become a surgeon, not only because achieving this goal will give him self-respect and autonomy, but also because he wants a job with high status and recognition from others. Which of Maslow’s needs is Sheraz trying to fill?

Self-actualization
Social
**Esteem**
Safety

1502) 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**

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

1503) What is the primary organizational factor that satisfies people’s physiological needs?

Relationship
Recognition
**Pay**
Admiration

1504) Which of Maslow’s needs best approximates McClelland’s need for achievement?

Esteem
**Self-actualization**
Physiological
Social

1505) Which of the following is NOT a comparison an employee can use in equity theory?

- Self-inside
- **Self-goal**
- Other-outside
- Self-outside

http://webcache.googleusercontent.com/search?q=cache:Bg1oNWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation+equity+theory+Self-inside+Self-goal+Other-outside+Self-outside&hl=en&gl=pk&strip=1

1506) The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship.

- Performance-reward page66
- Effort-performance
- Reward-personal goal
- Effort-satisfaction

1507) Which of the following concepts is inconsistent with the expectancy theory of motivation?

- Self-interest is pursued
- Performance and rewards are related
- Attractive rewards will motivate
- **One’s inputs and outputs are compared to another’s**

http://www.flashcardmachine.com/organizational-behavior1.html

1508) What is the largest demographic change in the last few years in Pakistani workforce?

- Increasing ethnic diversity
- A fall in married workers
- Increasing age of workers
- **More women in the workforce**

Reference:

http://groups.google.com/group/vuzs

⇒ vuZs.net
1509) What is the name for an incentive plan where improvements in group productivity determine the total amount of money that is allocated?

- Gainsharing
- Profit-sharing
- Piece rates
- Employee ownership

1510) In which of the following situation Synergy is most likely to occur?

- The activities of all group members are fully dependent on one another
- The performance of one member of a group affects what other members do
- Group members must perform specific behaviors in a predetermined order
- **Group members acting together produce more or better output than alone**  page 82

1511) Which of the following type of teams would most likely empower its team members to make work-related decisions?

- Technical
- Self-managed  page 88
- Problem-solving
- Cross functional

1512) Which of the following is true about virtual teams?

- There is an absence of verbal cues
- There is limited social context
- People collaborate online
- **All of the given options**  page 89
1513) 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

1514) Which of the following statement best defines leadership?

- Implementing the strategy provided by management
- Least concerned in bringing organizational change
- Coordinating and handling day-to-day problems
- **The ability to influence a group in goal achievement**

1515) Which of the following leadership style gave the group members complete freedom?

- Autocratic
- Democratic
- Laissez-faire
- Consideration

1516) Which of the following is a behavioral theory of leadership?

- Trait theory
- Fiedler model
- **Ohio State studies**
- Equity Theory

1517) In the communication process, which of the following steps occurs first?

- Transmitting
- Decoding
- **Encoding**
- Understanding

**http://groups.google.com/group/vuzs**
1518) Which of the following is the product of a sender’s encoding?

Channel
Message
Transmission
Medium

1519) If Ali is apprehensive regarding oral communication, which of the following behaviors is he least 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

1520) Which of the following is an important nonverbal component of communication?

Written memo
Paraphrase
Eye contact
E-mail

1521) The ability to do speedy and accurate arithmetic is called:

Verbal Comprehension
Number aptitude
Perceptual Speed
Memory
http://www.wikijob.co.uk/wiki/perceptual-speed

1522) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show.

Felt
Displayed
Conditional
Exposed

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⇒ vuZs.net
1523) A group composed of MBA marketing students similar in age, type of problem, and personality characteristics can be called ________________.  

A homogeneous group  
A heterogeneous group  
A command group  
A task group  

1524) The opinion or belief segment of an attitude is described by which component of attitude?  

Cognitive  
Affective  
Behavioral  
Behavior intention  

1525) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?  

Terminal values  
Instrumental values page 25  
Theoretical values  
Social values  

1526) Which of the following country is a representative of collectivism as a nation i.e. group harmony, cohesiveness, consensus and corporation?  

Canada  
Japan  
United States  
Cape Town  

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1527) Guatemala is a country where inequalities exist showing gap between rich and poor. Which of the following value is truly representing the state of Guatemala?

**Power distance**
Individualism
Collectivism
Uncertainty avoidance

1528) The Big Five model is related to ________________

Perception
**Personality Page 34**
Experience
Culture

1529) Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?

Extroversion
Openness to experience
Emotional stability
**Agreeableness**

1530) Which of the following is NOT one of the traits according to the Big Five Model?

Conscientiousness
Extroversion
Agreeableness
**Self actualization**

1531) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

Felt Emotions
**Displayed Emotions page 39.**
Moods
Emotional Intelligence

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

[http://groups.google.com/group/vuzs](http://groups.google.com/group/vuzs)

⇒ vuZs.net
1532) Which of the following is NOT one of the six universal emotions, as agreed upon by most contemporary researchers?
Anger
Fear
Hate page 39
Sadness

1533) Sana is a group leader at interior designing firm. She is concerned with the achievement of her peers and subordinates, she appreciate their suggestions and motivates them to come up with something new and unique. Which of the following is Sana’s style?

Conceptual
Behavioral page 55
Directive
Analytical

1534) “Just because he was late in his first class, his teacher thinks he is irresponsible student". Which error teacher has committed in this case?
Selective perception
Stereotyping
Hallo effect
Social perception

1535) It is not possible for Mr. Asim to understand everything he sees, he notices a few of the things, we can say that he engages in:

Assimilating
Selective perception
Halo Effect
Target Perception

1536) According to attribution theory, which of the following is an example of externally caused behavior?

An employee is late because of a flat tire.
An employee was promoted because of his abilities
An employee was fired because he slept on the job.
An employee was promoted because he was hard working.

http://groups.google.com/group/vuzs
\[\rightarrow\] vuZs.net
1537) According to attribution theory, if someone shows different behaviors in different situations then this can be termed as___________.

Consensus
Distinctiveness
Reliability
Consistency

1538) 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 demands

Ref: Motivation
“A state of mind, desire, energy or interest that translates into action”
or
“The inner drive that directs a person’s behavior toward goals”

1539) Shahid is a salaried employee whose job is to proofread legal documents. He discovers that he is paid substantially more than his colleagues, even though their jobs and performances are very similar. What is likely to be his reaction to this discovery according to equity theory?

- The quantity of documents he proofreads will decrease
- The quality of documents he proofreads will decrease
- The quantity and/or the quality of documents he proofreads will increase
- There will be no effect of this fact on his performance

1540) The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship.

Performance-reward
Effort-performance
Reward-personal goal
Effort-satisfaction
1541) Two-factor theory suggests that dissatisfaction is caused by extrinsic factors. Which of the following is an example of such a factor?

Advancement
Working condition
Achievement
Recognition

1542) 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

1543) Which of the following is NOT a biographical characteristic?

Region
Age
Sex
Tenure

Reference: Page 16

Age
• Gender
• Marital status
• Length of service, etc.

1544) Which of the following statements concerning tenure is NOT true?

Tenure does not appear to be a good predictor of employee productivity
Tenure and satisfaction are positively related
Tenure is a good variable in explaining turnover
Tenure and organizational investment are negatively related

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1545) What does MBO provide for the individual employee?

Specific performance objectives Page 71
Precise job descriptions
Clear direction and purpose
Higher salaries

MBO’s appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

1546) Who sets MBO objectives?

The immediate supervisor
The superior and subordinate
The head of department
The employees themselves

1547) 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.

1548) Which of the following is one advantage of variable pay plans to management?

They turn fixed labor costs into variable labor costs
They turn low producers into high producers
They turn slow employees into fast employees
They turn high fixed costs into low fixed costs

1549) Which of the following statements most accurately describes interest groups?

They are longer lasting than friendship groups
They are formed because of some common objective

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vuZs.net
They are governed by labor laws
They are likely to involve great social conflict

1550) Teams typically outperform individuals when the tasks being completed

Require multiple skills
Require judgment
Require experience

All of the given options

oan/ja-
 e/chapt09.doc+Teams+typically+outperform+individuals+when+the+tasks+being+completed&c
d=2&hl=en&ct=clnk&gl=pk

1551) Team members with good listening, feedback, and conflict resolution skills

possess

Technical expertise
Problem-solving skills
Decision-making skills
Interpersonal skills

1552) Which of the following is one of the drawbacks of a small team?

Lack for diversity of views
Less chances of disagreement
Less rigidity
Less difficult to assemble

1553) Individual decisions are generally preferable to group decisions when which of
the following is required?

Speed
Creativity
Acceptance
Quality

1554) The main difference between a leader and a manager is:

Managers seek change and leaders don't
Leaders are thought of as better people because they don't punish

Leaders are advocates for change, and managers for the status quo

http://groups.google.com/group/vuzs
⇒ vuZs.net
Managers are concerned with people, and leaders with events

1555) Which of the following is a behavioral theory of leadership?

- Trait theory
- Fiedler model
- Ohio State studies [page 106]
- Equity Theory

1556) According to the Ohio State studies, the extent to which a leader’s behavior is directed toward getting the job done is called:

- Initiating structure
- Consideration
- Maximization
- Path-goal

1557) A leader high in initiating structure would do which of the following?

- Exhibit laissez-faire type of leadership
- Maximize leader-member relations
- Assign group members to particular tasks
- Empower employees to make their own decisions

1558) The graphic portrayal of a two-dimensional view of leadership styles by Blake and Mouton is known as:

- Least preferred co-worker scale
- Leader-participation model
- Autocratic-democratic continuum
- Managerial grid

1559) The means by which a communication is passed is called:

http://groups.google.com/group/vuZs
1560) Bulletin, notice boards, circulars are considered to be which type of communication?

Upward communication
Downward communication
Horizontal communication
Lateral communication

1561) Which of the following is an important nonverbal component of communication?

Written memo
Paraphrase
Eye contact
E-mail

1562) Which of the following communication network occurs when a checkout clerk reports to a department manager, who in turn reports to a store manager, who reports to a regional manager?

Wheel
All-channel
Chain
Horizontal

1563) The _____ network best serves to promote high member satisfaction.

Direct
Circle
Wheel
All-channel

Ref:
http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT247&lpg=PT247&dq=network+is+best+if+you+are+concerned+with+high+member+satisfaction&source=bl&ots=JFetK0rVJY&

http://groups.google.com/group/vuzs

 ⇒ vuZs.net
1564) Which one of the following is NOT a characteristic of a group in organization?
Common goal
Interaction with one another
Accept expectations and obligations
Mutually independent

1565) Jobs in which success demands stamina, leg strength and manual dexterity require management to identify an employee’s which characteristics?
Physical abilities
Motor abilities
Mental abilities
Emotional abilities

1566) Which of the following communication network is best illustrated by an unstructured committee?
Vertical
Wheel
All-channel
Chain

1567) When all communication is channeled through one person, which of the following communication network exists?
All-channel
Chain
Horizontal
Wheel

1568) Formal guidelines and authority hierarchies are examples of which function of communication?
1569) Which of the following is an example of downward communication flow?

- Suggestion boxes
- Discussing problem with boss
- Feedback on job performance
- Letters to your boss

1570) The means by which a communication is passed is called:

- Medium
- Instrument
- Conductor
- Transmission

1571) On the Leadership Grid, a manager who has a medium concern for both, people and production is a (n):

- Team manager
- Country club manager
- Middle of the road manager
- Authority-obedience manager

1572) If a leader’s main concern is accomplishing his/her group’s tasks, the University of Michigan studies label this leader as:

- Production-oriented
- Laissez-faire
- Consideration-oriented
- Employee-oriented

1573) Which of the following are the two dimensions of leadership behavior identified in the University of Michigan studies?

- Emotional and rational

http://managementconsultingcourses.com/Lesson13Communication.pdf


http://groups.google.com/group/vuzs

vuZs.net
1574) If trait theories of leadership are valid, then leaders are _____.

Educated
Trained
**Born**
Authoritarian

*Ref. Trait theories assumption: Leadership is basically inborn, therefore we could select the right leaders.*

1575) The main difference between a leader and a manager is:

Managers seek change and leaders don't
Leaders are thought of as better people because they don't punish

**Leaders are advocates for change, and managers for the status quo.**
Managers are concerned with people, and leaders with events

1576) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

- Groupthink
- Nominal group
- Brainstorm
- Electronic meeting

*http://books.google.com.pk/books?id=9- jcsiS8RSoC&pg=PA232&lpg=PA232&dq=most+restricts+discussion+or+interpersonal+communication+during+the+decision-making+process&source=bl&ots=0lwVDGBvsl&sig=HzYcgmuXbvQMCeBC-Q6KViU6mnE&hl=en&ei=MuY9TKKr7MYuUkAWSirWkDA&sa=X&oi=book_result&ct=result&ct=resul t&resnum=2&ved=0CBcQ6AEwAQ#v=onepage&q=most%20restricts%20discussion%20or%20interpersonal%20communication%20during%20the%20decision-making%20process&f=false*

1577) Which of the following is a tendency for members of a cohesive group to reach decisions without weighing all the facts, especially those contradicting the majority opinion?

- Group conformity
- Group shift
- Groupthink

*http://groups.google.com/group/vuzs*
Social loafing

http://allpsych.com/dictionary/g.html

1578) What is generally the result of groupthink?

- Higher quality decisions
- More risky decisions
- Less critical analysis
- Unpopular decisions


1579) Which of the following is true about virtual teams?

- There is an absence of verbal cues
- There is limited social context
- People collaborate online
- All of the given options

1580) Which of the following helps to explain the current popularity of teams?

- Easy to manage
- Less expensive
- Use employee talents better
- Promote socialization

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA141&dq=current+popularity+of+teams+Use+employee+talents+better&hl=en&ei=pOo9TLHFC8LjCyC0iKIB&sa=X&oi=book_result&ct=result&resnum=3&ved=0CDAQ6AEwAg#v=onepage&q=current%20popularity%20of%20teams%20Use%20employee%20talents%20better&f=false

1581) Which of the following statements concerning tenure is NOT true?

- Tenure does not appear to be a good predictor of employee productivity
- Tenure and satisfaction are positively related
- Tenure is a good variable in explaining turnover
- Tenure and organizational investment are negatively related

http://books.google.com.pk/books?id=qWVe5zu5YkC&pg=PT66&lpg=PT66&dq=Tenure+does+not+appear+to+be+a+good+predictor+of+employee+productivity&source=bl&ots=9vx1g8LV5A&sig=0Hldt8YlaWgk7yp0WeQHV-k3b5Q&hl=en&ei=8Ms9TLCdKY2gkQXZwpmkDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

1582) What other name is the two-factor theory known by?

http://groups.google.com/group/vuzs

⇒ vuZs.net
Theories X and Y

Motivator-Hygiene Theory page 60
Hierarchy of Needs Theory
Satisfaction/Dissatisfaction Theory

1583) Which of the following method is used for strengthening desirable behavior?

Negative Reinforcement
Neutral Reinforcement
Pleasant Reinforcement
Positive Reinforcement

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWumAP1EN1imnCl-vthDThJolM&hl=en&ei=Pdk4TICSNoXCrAeE0od2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB0Q6AEwAg#v=onepage&q&f=false

1584) How does McClelland define the need for affiliation?

Drive to excel, to strive to succeed
Need to make others behave in a novel way
Desire for friendship and mutual understanding page 63
The desire to control & influence their behavior

1585) Who developed ERG theory?

McClelland
Maslow
Alderfer page 61
Ouchi

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

1586) Maslow’s hierarchy of needs arranges those needs in which of the following orders?

Physiological, esteem, safety, social, and self-actualization
Physiological, safety, social, esteem, and self-actualization page 60
Safety, physiological, esteem, social, and self-actualization
Physiological, social, safety, esteem, and self-actualization

http://groups.google.com/group/vuzs

vuZs.net
1587) What are the three key elements of motivation?

- Interest, activity and reward
- Awareness, effort and outcome
- Stimulation, progress and achievement

Key Elements of Motivation
- Intensity
- Direction
- Persistence

1588) 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

* Projection
  - Attributing one’s own characteristics to other people

1589) Asma is experiencing conveyance problem for her college pick and drop. She decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

Define the problem
- Identify the decisions criteria
- Evaluate other available alternatives
- Select the best alternative

http://www.decision-making-confidence.com/rational-decision-making-models.html

The Six-Step Rational Decision-Making Model
1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives
5. Rate each alternative on each criterion
6. Compute the optimal decision

1590) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

| Situation | Perceiver | Reality | Target |

1591) What is the most relevant application of perception concepts to OB?

The perceptions people form about each other
- The perceptions people form about their employer
- The perceptions people form about society
- The perceptions people form about external reality

1592) Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

- People are more conscientious when they are in a good mood
- People are more efficient when they are in a good mood
- People are more productive when they are in a good mood

1593) Which of the following statement is true regarding Big five Model?

- The Big Five traits are related to intrinsic motivational factors
The Big Five traits are related to extrinsic motivational factors.

The Big Five traits are related to both intrinsic and extrinsic factors.

The Big Five traits have no relationship to motivational factors.

1594) The degree to which people value relationships and show sensitivity and concern for the welfare for others is called:

- Quantity of life
- Quality of life
- Long-term orientation
- Social Loafing

1595) All of the following are sources of the values EXCEPT:

- External Reference Groups
- Role Models
- Achievement
- Teachers

1596) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?

- Terminal values
- Instrumental values
- Theoretical values
- Social values

1597) Which of the following is NOT one of the scales to measure job satisfaction?

- Minnesota Satisfaction Questionnaire
- The Faces Scale
- The mentor scale
- Descriptive Index

1598) 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.

1599) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

Classical conditioning
Social learning
Operant conditioning
Reinforcement theory

1600) Which of the following are identified as new managerial functions?

Planning and organizing
Leading and controlling
Directing and monitoring
TQM and continuous improvement

1601) Mr. Ahmed is responsible to transmit information to outsiders on organization’s plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator
Spokesperson
Representative
Figurehead

1602) The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

Psychology
Sociology

http://groups.google.com/group/vuzs
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1603) If a manager 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  page 7
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.

1604) The behavior of people is influenced by which of the following factors?

Psychological needs
Individual drives
Social roles and status
All of the given options

1605) The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

Psychology
Sociology
Anthropology
Social Psychology

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1606) Which one of the following set of skills is best representing the required competencies of managers?

- Technical skills, human skills and conceptual skills page 9
- Leading skills, motivational skills and human skills
- Organizing skills, interpersonal skills and leading skills
- Motivating skills, intrapersonal skills and conceptual skills

1607) The smell of fresh cake baking makes Saima’s mouth water is an example of which one of the following learning theory?

- Classical conditioning
- Social learning
- Operant conditioning
- Reinforcement theory

1608) Managers should be interested in their employees’ attitudes because:

- Attitudes influence behavior and perception
- Attitudes give warning signs of potential problems
- Attitudes are associated with job satisfaction
- All of the given options page 28

1609) Which of the following is NOT one of the scales to measure job satisfaction?

- Minnesota Satisfaction Questionnaire
- The Faces Scale
- The mentor scale page 30
- Descriptive Index

1610) Zahra’s personality shows that she is dependable, well organized, and responsible. According to the Big Five model; which of the following is the right dimension for describing Zahra’s personality?

- Agreeableness
Emotional stability
Extroversion
Conscientiousness page 35

1611) Which of the following are the categories into which emotions are usually grouped?

Simple and Complex
Positive and Complex
Complex and Negative

1612) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

Felt Emotions
Displayed Emotions page 39
Moods
Emotional Intelligence

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

1613) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior page 42
Emotional Labor
Emotional disorder
None of the given options

1614) What do we call the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?

Environmental analysis
Social verification
Outlook
Perception page 44

1615) The awareness that a problem exists and that a decision needs to be made is a/an:

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**Perceptual issue** page 52

Emergency issue
Cognitive issue
Ethical issue

1616) Which of the following is NOT an assumption of the rational decision-making model?

- The decision maker has complete information
- The decision maker is aware of all consequences
- The decision maker can identify all the relevant criteria
- The decision maker is constrained by time and costs page 53

1617) According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

- Bounded Rational page 53
- Three Component Model
- Contingency
- Rational

1618) How is the satisficing decision maker best characterized?

- As using rationality
- As using bounded rationality page 53
- As using creativity
- As relying on others to make decisions

1619) Which of the following is NOT an ethic in decision making?

- Utilitarianism
- Focus on right
- Focus on justice
- Favoritism Page 56

1620) 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 page 46

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She won’t relocate for a promotion, since women don’t relocate

1621) What is the primary organizational factor that satisfies people’s physiological needs?

- Relationship
- Recognition
- Pay
- Admiration

1622) Who developed ERG theory?

- McClelland
- Maslow
- Alderfer
- Ouchi

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

1623) Shahid is a salaried employee whose job is to proof read legal documents. He discovers that he is paid substantially more than his colleagues, even though their jobs and performances are very similar. What is likely to be his reaction to this discovery according to equity theory?

- The quantity of documents he proofreads will decrease
- The quality of documents he proofreads will decrease
- The quantity and/or the quality of documents he proofreads will increase
- There will be no effect of this fact on his performance

1624) Which of the following statements is true?

- Older employees have lower rates of avoidable absence than younger workers
- Older employees have lower rates of unavoidable absence than younger workers
- Older employees are more likely to quit their job than younger workers
- Older employees are perceived to be more flexible than younger workers

1625) Research does NOT support which of the following statements about gender in the workplace?

- Women are more willing to conform to authority than men

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Men are more aggressive than women

Women are more productive at work than men  page 17

Men have higher expectations of success

1626) Which of the following is NOT one of the most widely used variable-pay programs?

- Piece-rate wages
- Merit-based pay
- Fixed pay  page 72
- Profit sharing plans

1627) In which of the following situation Synergy is most likely to occur?

The activities of all group members are fully dependent on one another
The performance of one member of a group affects what other members do
Group members must perform specific behaviors in a predetermined order
Group members acting together produce more or better output than alone  page 82

1628) Which of the following is the stage of group development characterized by the development of close relationships and cohesiveness?

- Forming
- Norming  page 80
- Storming
- Adjourning

1629) Which of the following does NOT explain the characteristics of teams?

Commonality of purpose
Interconnectivity among individual members
Flexibility and degree of responsiveness
Restrictions on expression of ideas

1630) Which of the following is NOT considered an advantage of electronic meetings?

Maintains the secrecy of ideas
Speed up decision making process
Receiving credit for the best ideas
Accurate exchange of opinions

1631) Which of the following statement is true about decision making using nominal group technique?

This method is good to generate a quantity of ideas
This method is good for building group cohesiveness
This method is good for encouraging independent thinking
This method is an inexpensive way of generating maximum ideas

1632) Which of the following is the product of a sender’s encoding?

Channel
Message
Transmission
Medium

1633) If Ali is apprehensive regarding oral communication, which of the following behaviors is he least 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

1634) Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:

Adjourning phase
Encoding phase
Decoding phase
Feedback phase

1635) Which of the following is an important nonverbal component of communication?

Written memo
Paraphrase

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1636) A communication channel with greater channel richness is most likely to provide:

Greater feedback density
Greater filtering capability
Greater perceptual wellness
**Larger amounts of information**

1637) Jobs in which success demands stamina, leg strength and manual dexterity require management to identify an employee’s which characteristics?

**Physical abilities page 21**
Motor abilities
Mental abilities
Emotional abilities

1638) If a manager 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 page 7**
Organizing
Leading
Controlling

Planning requires a manager to:

- Define goals (organizational, departmental, worker levels)
- Establish an overall strategy for achieving those goals
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1639) A bachelor degree holder is most likely to have a job that requires:

**Human skills**
**Technical skills page 9**
Conceptual skills
Leading skills

1640) Which of the following type of values determine the preferences for the means to be used in achieving desired ends?

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⇒ vuZs.net
Terminal values

Instrumental values  page25
Theoretical values
Social values

1641) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving. He expresses his dissatisfaction in which of the following ways?

Exit
Voice  page 32
Loyalty
Neglect

Reference:
Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

1642) The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship?

Performance-reward  page66
Effort-performance
Reward-personal goal
Effort-satisfaction

1643) The communication used by managers to provide job instructions is an example of:

Downward communication
Lateral communication
Directional communication
Diagonal communication

Ref: In downward communication Organizational decisions are made at top level and then flow down to the people who carry them.

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vuZs.net
1644) The behavior of people is influenced by which of the following factors?
- Psychological needs
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All of the given options  page 28

Which of the following is NOT one of the scales to measure job satisfaction?

- Minnesota Satisfaction Questionnaire
- The Faces Scale
- The mentor scale  page 30
- Descriptive Index

Ref: The most widely used scales to measure job satisfaction include the Minnesota Satisfaction Questionnaire, the Faces Scale, and the Job Descriptive Index.

Zahra’s personality shows that she is dependable, well organized, and responsible. According to the Big Five model, which of the following is the right dimension for describing Zahra’s personality?

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- Displayed Emotions  page 39
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- Three Component Model

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Reference: Bounded Rationality: People satisfice—they seek solutions that are satisfactory and sufficient.

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   - Recognition
   - Pay page 60
   - Admiration

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   - Maslow
   - Alderfer page 61
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- Forming
- **Norming** page 80
- Storming
- Adjourning

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- **This method is good for encouraging independent thinking** page 92
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1670) Which of the following is the product of a sender's encoding?

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- Transmission
- Medium

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- Decoding phase

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Feedback phase

1673) Which of the following is an important nonverbal component of communication?

- Written memo
- Paraphrase
- **Eye contact**
- E-mail

1674) A communication channel with greater channel richness is most likely to provide:

- Greater feedback density
- Greater filtering capability
- Greater perceptual wellness
- **Larger amounts of information**

1675) Jobs in which success demands stamina, leg strength and manual dexterity require management to identify an employee’s which characteristics?

- Physical abilities
- Motor abilities
- Mental abilities
- Emotional abilities

1676) If a manager 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.
A bachelor degree holder is most likely to have a job that requires:

- Human skills
- Technical skills
- Conceptual skills
- Leading skills

**Reference: Technical Skills**

*The ability to apply specialized knowledge or expertise. All jobs require some specialized expertise, and many people develop their technical skills on the job. Bachelor degree holder will certainly prefer the job that requires his expertise in certain field. Human and conceptual skills are required for the jobs as of disturbance handlers, figure heads and liaison etc.*

Which of the following type of values determine the preferences for the means to be used in achieving desired ends?

- Terminal values
- Instrumental values
- Theoretical values
- Social values

Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving. He expresses his dissatisfaction in which of the following ways?

- Exit
- Voice
- Loyalty
- Neglect

**Reference:**

Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

The degree to which an individual believes that performing at a particular level will generate a desired outcome is defined by expectancy theory as what kind of relationship?

**http://groups.google.com/group/vuzs**
1681) The communication used by managers to provide job instructions is an example of:

- Downward communication
- Lateral communication
- Directional communication
- Diagonal communication

Ref: In downward communication Organizational decisions are made at top level and then flow down to the people who carry them.

1682) Giving an employee a two-day suspension from work without pay for showing up drunk is an example of which of the following:

- Punishment
- Positive reinforcement
- Extinction
- Negative reinforcement

1683) Rabia is working in a software house. She is a very hard working, motivated to achieve organizational goals and due to her attachment with the organization she wishes to continue her job with the same organization. Her behavior is showing:

- Job involvement
- Job satisfaction
- Job commitment
- Job enrichment

1684) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

- Moods
- Behaviors
- Values
- Customs

**Importance of Values**

1. Values lay the foundation for the understanding of attitudes and motivation because they influence
our perceptions.

1685) ________________ are the preferences concerning the ends to be achieved.

**Types of values**

- **Terminal values.**
  - Preferences concerning the ends to be achieved.

- **Instrumental values.**
  - Preferences for the means to be used in achieving desired ends.

1686) Which of the following is **NOT** included in the values across cultures?

- Uncertainty Avoidance
- Power Distance
- Assertiveness
- Individualism versus collectivism

1687) Which of the following statements is **TRUE** for affect?

- Affect is a type of emotion and religion
- Affect is a type of mood and environment
- **Affect can be a mood or an emotion**
- Affect is the result of conscious thought

1688) The ability of a person to manipulate his/her emotions according to a given situation is called ________________.

- Emotional Intelligence
- Emotional Constraints
- Affective Emotions
- Cognitive dissonance

1689) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

- **Deviant Workplace Behavior**
- Emotional Labor
- Emotional disorder
- None of the given options

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What is the most relevant application of perception concepts to OB?

The perceptions people form about each other
The perceptions people form about their employer
The perceptions people form about society
The perceptions people form about external reality

Whenever Sana is successful she takes full credit for what has happened, but whenever she is unsuccessful she attributes her failure to bad luck or blames one of her fellow employees. She is doing__________.

Self-serving bias
The halo effect
Distinctiveness
Projection

Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer’s needs?

Existence
Safety
Growth
Physiological

Which of the following is NOT an important issue relating to goal-setting theory?

Defining the goal
Goal difficulty
Goal specificity
Equity among co-workers

Reference:

http://groups.google.com/group/vuzs

-> vuZs.net
1694) Which of the following is one of the relationships proposed in expectancy theory?

- Reward-satisfaction relationship
- Satisfaction-performance relationship
- **Rewards-personal goals relationship**
- Effort-satisfaction relationship

http://www.citeman.com/434-expectancy-theory/

1695) 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

http://books.google.com.pk/books?id=F1c3wHNDF-wC&pg=PA391&lpg=PA391&dq=No+dissatisfaction+to+dissatisfaction&source=bl&ots=n22F8T5WyM&sig=pHgO63oA8xPOFvmPUFQS1F2ToTQ&hl=en&ei=Tdg5TN3zE4m2rAfSlsC3CA&sa=X&oi=book_result&ct=result&resnum=9&ved=0CD0Q6AEwCA#v=onepage&q=%20No%20dissatisfaction%20to%20dissatisfaction&f=false

1696) Some MBO programs fail to live up to expectations. Which of the following is **NOT** a common reason that MBO programs fail?

- Allowing subordinate to participate in setting goals
- Unwillingness to reward goal accomplishment
- **Unrealistic expectations regarding results**
- Lack of commitment by top management

1697) Who sets MBO objectives?

- The immediate supervisor
- **The superior and subordinate**
- The head of department
- The employees themselves
1698) The tendency of individuals to exert less effort when they work in a group than when they work alone is referred to as:

- Sucker effect
- Social loafing
- Social facilitation
- Socialization

1699) Teams generally have a(n) ___________ impact on employee motivation.

- Inconsistent
- Positive
- Discouraging
- Neutral

1700) Demand on leader is ___________ in a team comprising of 2-7 members.

- High
- Highest
- Low
- Moderate

1701) Which of the following is one of the drawbacks of a small team?

- Lack for diversity of views
- Less chances of disagreement
- Less rigidity
- Less difficult to assemble

1702) Which of the following type of teams allows for collaboration between team members who are physically dispersed?

- Local
- Global
- Virtual
- Interactive

1703) Which of the following is true about virtual teams?

- There is an absence of verbal cues

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There is limited social context
People collaborate online
**All of the given options**

1704) Which of the following is described as a tendency for group discussion to produce shifts toward more extreme attitudes among members?

- Group think
- Group shift
- **Group polarization**
- Social loafing

1705) Which of the following is a group decision making method in which individual members meet face-to-face to pool their judgments in a systematic but independent fashion?

- Brainstorming
- Groupthink
- **Nominal group Technique  page 92**
- Delphi model

1706) Which of the following is likely to generate the least innovative alternatives?

- **Face-to-face interacting groups**
- Brainstorming
- Delphi technique
- Nominal group technique

1707) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

- Groupthink
- **Nominal group page92**
- Brainstorm
- Electronic meeting

**http://groups.google.com/group/vuzs**

**vuZs.net**
1708) According to Robert House, which of the following statement is true?

Managers use the authority inherent in their designated formal rank
Leaders are the primary agent for bringing organizational change
Leaders establish direction by developing a vision of the future
Leaders align and direct people by communicating their vision

1709) The University of Michigan researchers concluded that:
Employee-oriented leaders had lower productivity
Production-oriented leaders created lower employee satisfaction

1710) The means by which a communication is passed is called:

Medium
Instrument
1711) When manager marketing is communicating with the manager production, it is called:

- Upward communication
- Downward communication
- Lateral communication
- Vertical communication


1712) Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:

- Adjourning phase
- Encoding phase
- Decoding phase
- Feedback phase

1713) Memos, letters, e-mail, fax transmissions, and organizational periodicals represent examples of:

- Informal communication channels
- Formal communication channels
- Written communication
- Non verbal communication

1714) Which of the following is an important nonverbal component of communication?

- Written memo
- Paraphrase
- Eye contact
- E-mail

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→ vuZs.net
1715) Rumors would most likely flourish in situations where there is:

- Ambiguous situation
- Well-communicated change
- Assurance by management
- A chain communication style

1716) Which one of the following study in the field of OB has contributed knowledge on a number of topics including: learning, perception, personality, emotions, training, leadership, motivation, job satisfaction, decision making, etc?

- Psychology
- Sociology
- Anthropology
- Physiology

1717) ________ are the shared beliefs about expected behaviors aimed at making groups function effectively.

- Group ethics
- Group norms
- Group criteria
- Group unity

1718) Which of the following type of values determine the preferences for the means to be used in achieving desired ends?

- Terminal values
- Instrumental values
- Theoretical values
- Social values

1719) The Big Five model is related to ________.

- Perception

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⇒ vuzs.net
Personality Page 34

Experience
Culture

1720) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt
Displayed
Conditional
Exposed

1721) Process variables include all of the following EXCEPT:

Climate of trust
Team efficacy
Minimized social loafing
Specific goals

1722) The behavior of people is influenced by which of the following factors?

Psychological needs
Individual drives
Social roles and status
All of the given options

1723) Which of the following statements best describes the goals of Organizational Behavior?

To understand the behaviors of people at work
To appreciate the behavior of people at work
To align behaviors according to the organizational goals
To describe, understand, predict, and control human behavior at work

http://books.google.com.pk/books?id=KMiYp2jAgbwC&pg=PA4&lpg=PA4&dq=To+describe,+understand,+predict,+and+control+human+behavior+at+work&source=bl&ots=fun4fVCTIm&sig=X6Eko1y6aLN_Yi_Sx4uiXhG0530&hl=en&ei=9dw-
1724) Management functions of planning, organizing, leading and controlling were first classified by_______.

Stephen Covey
Henry Mintzeberg
Henri Fayol
Marry Parker

Reference:
Frenchman Henri Fayol considers management to consist of seven functions:

1. planning
2. organizing
3. leading
4. coordinating
5. controlling
6. staffing
7. motivating

1725) Learning theories include all of the following EXCEPT:

Classical conditioning
Social learning
Operant conditioning

Contingency theory

Ref: Contingency theory is a leadership theory

1726) “Smoking is injurious to health”. This statement is an example of which one of the following components of attitude?

Cognitive page 28
Affective

http://groups.google.com/group/vuzs

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Behavioral
Behavior intension

Ref: Cognitions A person’s knowledge, opinions, or beliefs

1727) Which of the following is not one of the types of attitude?

Job satisfaction  
Job Involvement  
Organization Behavior  
Organizational commitment

Types of attitudes
OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment.

1728) The measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth is called:

Job involvement  
Job satisfaction  
Job commitment  
Job enrichment

Job involvement
• A workable definition: the measure of the degree to which a person identifies psychologically with his/her job and considers his/her perceived performance level important to self-worth.

1729) All of the following are attitudes associated with job satisfaction EXCEPT:

The work itself  
Promotion opportunities  
Supervision  
Negligence


http://books.google.com.pk/books?id=9- 
jesiS8RSoC&pg=PA78&q=attitudes+associated+with+job+satisfaction+The+work+itself+Promotion+opportunities+Supervision&hl=en&ei=Hd8-TJ-

http://groups.google.com/group/vuzs

⇒ vuZs.net
1730) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

- Moods
- Behaviors
- **Values**
- Customs

**Importance of Values**

1. Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

1731) _______________ are the preferences concerning the ends to be achieved.

- **Terminal values**
- Instrumental values
- Theoretical values
- Social values

**Types of values**

- **Terminal values**.
  - Preferences concerning the ends to be achieved.
- **Instrumental values**.
  - Preferences for the means to be used in achieving desired ends.

1732) Which of the following is NOT included in the values across cultures?

- Uncertainty Avoidance
- Power Distance
- **Assertiveness**
- Individualism versus collectivism

1733) All of the following are sources of the values **EXCEPT**:

- External Reference Groups
Role Models

Achievement page 25

Teachers

Sources of values
– Parents.
– Friends.
– Teachers.
– Role models.
– External reference groups.

1734) What is the most relevant application of perception concepts to OB?

The perceptions people form about each other
The perceptions people form about their employer
The perceptions people form about society
The perceptions people form about external reality

http://books.google.com.pk/books?id=9- jcsiS8RSoC&pg=PA119&lpg=PA119&dq=most+relevant+application+of+perception+concepts+to+OB&source=bl&ots=0lwVDHACvo&sig=aqP41WMLk07mN32jrqWaZZ78IL0&hl=en&ei= OAw-TOztEZCTkAWWlbzQDg&sa=X&oi=book_result&ct=result&resnum=3&ved=0CBsQ6AEwAg#v=onepage&q=most%20relevant%20application%20of%20perception%20concepts%20to%20OB&f=false

1735) Which of the following is NOT consistent with rational decision-making?

Consistency
Value-minimization
Ranking of criteria
Evaluating alternatives

1736) According to attribution theory, which of the following is an internally caused behavior?

Working late in order to get a promotion page 48
Arriving at work late because heavy traffic
Working weekends because of your employer’s orders
Depending on luck for success

1737) If a person responds the same way over time, attribution theory states that the behavior shows ______________.

Distinctiveness
Consensus

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Consistency  page 48
Continuity

1738) 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 Page 60
Physiological

Maslow’s Hierarchy of Needs
Social needs: affection, belongingness, acceptance, and friendship.

1739) According to Maslow, when does a need stop motivating?

When it is substantially satisfied  page 60
It never stops motivating
When one returns to a lower level need
When one chooses to move to a higher level need

1740) Who developed ERG theory?

Mcclelland
Maslow
Alderfer  page 61
Ouchi

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

1741) Our intrinsic desire for personal development is included in Alderfer’s _________ needs.

Existence
Relatedness
Esteem
Growth

http://books.google.com.pk/books?id=dF7G0yZ51GgC&pg=PA179&lpg=PA179&dq=desire+for+personal+development+is+included+in+Alderfer's&source=bl&ots=pZ_ZQqsZL_&sig=U-NwXpU1gdqEmwg-9IFUevcxxxM&hl=en&ei=MOA-TI66LNDReccp9dUE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCcQ6AEwBQ#v=onepage&q=intrinsic%20desire%20for%20personal%20development&f=false

http://groups.google.com/group/vuzs
→ vuZs.net
1742) McClelland’s theory of needs concentrates on which three needs?

- Power, acceptance and confirmation
- Affiliation, control and realization
- Achievement, realization and acceptance

**Achievement, power and affiliation page 63**

1743) Which of the following appears to be the combination of needs found in the best managers?

- High achievement, high power
- High achievement, low power
- High power, low affiliation
- Low power, high affiliation

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT154&dq=combination+of+needs+found+in+the+best+managers&hl=en&ei=nuM-TNqKCoee6Y6ZvZEF&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCYQ6AEwAA#v=onepage&q=The%20best%20managers%20are%20high%20in%20need%20for%20power%20and%20low%20in%20affiliation&f=false

1744) Which of the following is NOT a comparison an employee can use in equity theory?

- Self-inside
- Self-goal
- Other-outside
- Self-outside

http://webcache.googleusercontent.com/search?q=cache:Bg1oNWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation-equity-theory-Self-inside-Self-goal-Other-outside-Self-outside&hl=en&gl=pk&strip=1

1745) Which of the following method is used for strengthening desirable behavior?

- Negative Reinforcement
- Neutral Reinforcement
- Pleasant Reinforcement
- Positive Reinforcement page#22

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEvZ9&sig=fWWumAP1EN1immCl-
1746) Which of the following is the most likely explanation for the higher absentee rate of women in the workplace?

- Women tend to have more illnesses that keep them from work than do men
- Traditionally, women have had the responsibility of caring for home and family
- Women tend to be less satisfied with their jobs than men
- Women tend to work in jobs that have less flexible schedules than men do

1747) Which of the following is a job that does not lend itself to telecommuting?

- An attorney who spends most of her time researching on the computer
- A car salesman who demonstrates the features of a new model of car
- A telemarketer who uses the phone to contact clients
- A product support specialist who fields calls from customers

Ref:
Telecommuting Doing work that is generally performed in the office away from the office using different information technologies

1748) Which one of the following groups may want government to direct more attention to environmental problems?

- Interest group
- Command group
- Formal group
- Task group

1749) Which of the following type of teams would most likely empower its team members to make work-related decisions?

- Technical
- Self-managed
- Problem-solving
- Cross functional

1750) Which of the following is one of the drawbacks of group decision making?

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More knowledge through pooling of group resources

More amount of time is required to make a decision

Increased acceptance & commitment due to voice in decisions

Greater understanding due to involvement in decision stages

1751) Which of the following is a tendency for members of a cohesive group to reach decisions without weighing all the facts, especially those contradicting the majority opinion?

- Group conformity
- Group shift
- Groupthink
- Social loafing

1752) Group decisions are generally preferable to individual decisions when which of the following is required.

- Acceptance of the solution
- A complicated solution
- Speed and efficiency
- Clear responsibility

1753) John Kotter’s view argues that management focuses on coping with complexity, whereas leadership focuses on coping ________.

- Conflict
- Success
- Morale

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1754) If behavioral leadership theories are correct, then which of the following statement is true?

- Leadership behaviors are consistent
- Leaders are born with leadership behaviors
- Leaders’ behavior should be altered
- **Leadership skills can be trained**

1755) Which of the following communication network is best illustrated by an unstructured committee?

- Vertical
- Wheel
- **All-channel**
- Chain

1756) Which of the following is the most effective communication network for facilitating the emergence of a leader?

- Chain
- All-channel
- **Wheel**
- Direct

1757) Which one of the following study in the field of OB has contributed knowledge on a number of topics including: learning, perception, personality, emotions, training, leadership, motivation, job satisfaction, decision making, etc?

- Psychology
- Sociology
- Anthropology
- Physiology

1758) How do proponents of reinforcement theory view behavior?

- As a product of heredity
- As a function of one’s power need
- As the result of a cognitive process

**http://groups.google.com/group/vuZs**
1759) A bachelor degree holder is most likely to have a job that requires:

- Human skills
- Technical skills page 9
- Conceptual skills
- Leading skills

1760) The relatively stable set of psychological attributes that distinguishes one person from another is called ______.

- Attitude
- Personality
- Perception
- Mind-set

1761) Teams are very useful in which of the following situations?

- The work to be performed is very basic
- The tasks are interrelated page 77
- No one wants to be accountable
- The group is homogeneous

1762) 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

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1763) Management functions of planning, organizing, leading and controlling were first classified by_______.

   Stephen Covey
   Henry Mintzeberg
   Henri Fayol
   Marry Parker

Reference:
Frenchman Henri Fayol considers management to consist of seven functions:

1. planning
2. organizing
3. leading
4. coordinating
5. controlling
6. staffing
7. motivating

1764) When a textile factory supervisor gives a group of college students a tour of the plant, he or she is acting as:

   Guide
   Figurehead
   Liaison
   Monitor

1765) The opinion or belief segment of an attitude is described by which component of attitude?

   Cognitive
   Affective
   Behavioral
   Behavior intension

1766) The Globe Framework for assessing cultures includes all EXCEPT:

   Future Orientation
   Work Moods
   Power Distance
   Gender Differentiation

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guZs.net
Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

- Deviant Workplace Behavior page 42
- Emotional Labor
- Emotional disorder
- None of the given options

People who have difficulty in expressing their emotions and understanding the emotions of others suffer from which psychological disorder?

- Alexithymia page 40
- Amnesia
- Dyslexia
- Anorxia

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.

The awareness that a problem exists and that a decision needs to be made is a/an:

- Perceptual issue page 52
- Emergency issue
- Cognitive issue
- Ethical issue

Which is NOT one of the steps in the rational decision-making model?

- Defining the problem
- Identifying the decision criteria
- Computing the decision alternatives
- Rating the alternatives
1772) Which of the following decision making style shows low tolerance for ambiguity and seeks rationality?

- **Directive** page 54
- Analytical
- Conceptual
- Behavioral

1773) Sana is a group leader at interior designing firm. She is concerned with the achievement of her peers and subordinates, she appreciate their suggestions and motivates them to come up with something new and unique. Which of the following is Sana’s style?

- Conceptual
- **Behavioral** page 55
- Directive
- Analytical

1774) Which applicants are usually considered “best” by interviewers?

- Those with the best qualifications
- Those who lack any unfavorable characteristics
- Those who are verbally adept
- Those whose interview lasts the longest

1775) Which of the following method is used for strengthening desirable behavior?

- Negative Reinforcement
- Neutral Reinforcement
- Pleasant Reinforcement
- **Positive Reinforcement**

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&lpg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAWmEyZ9&sig=fWWumAP1EN1immCI-vthDThJolM&hl=en&ei=Pdk4TICSNoXCrAeE0d2DCQ&sa=X&oi=book_result&ct=result&resnum=3&ved=0CB0Q6AEwAg#v=onepage&q&f=false

1776) Which of the following statements is true?

- **Older employees have lower rates of avoidable absence than younger workers** page 17
- Older employees have lower rates of unavoidable absence than younger workers
- Older employees are more likely to quit their job than younger workers
- Older employees are perceived to be more flexible than younger workers

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1777) Which of the following statements most accurately describes interest groups?
They are longer lasting than friendship groups
They are formed because of some common objective
They are governed by labor laws
They are likely to involve great social conflict

1778) Which of the following is one of the drawbacks of group decision making?
More knowledge through pooling of group resources
More amount of time is required to make a decision
Increased acceptance & commitment due to voice in decisions
Greater understanding due to involvement in decision stages

1779) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?
Groupthink
Nominal group
Brainstorm
Electronic meeting

1780) Which of the following statement is true about decision making using nominal group technique?
This method is good to generate a quantity of ideas
This method is good for building group cohesiveness
This method is good for encouraging independent thinking
This method is an inexpensive way of generating maximum ideas

1781) In the communication process, which of the following steps occurs first?
Transmitting
Decoding
Encoding
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→ vuZs.net
Understanding

1782) When manager marketing is communicating with the manager production, it is called:
Upward communication
Downward communication
Lateral communication
Vertical communication


1783) Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:
Adjourning phase
Enclosing phase
Decoding phase
Feedback phase

1784) Which one of the following are not the skills exhibited by an effective manager?
Clarifies goals and objectives for everyone involved
Discourages participation, upward communication, and suggestions
Plans and organizes for an orderly work flow
Facilitates work through team building, training, coaching and support

1785) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving. He expresses his dissatisfaction in which of the following ways?
Exit
Voice page 32
Loyalty
Neglect

Reference:
Voice: Actively and constructively attempting to improve conditions, including suggesting

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improvements, discussing problems with superiors, and some forms of union activity.

1786) In the following steps of rational decision making, which would come first?
   Generate alternatives
   Identify criteria
   Make a choice
   Implement the decision

   http://www.decision-making-confidence.com/rational-decision-making-models.html
   The Six-Step Rational Decision-Making Model
   1. Define the problem.
   2. Identify decision criteria
   3. Weight the criteria
   4. Generate alternatives
   5. Rate each alternative on each criterion
   6. Compute the optimal decision

1787) The factors an individual views as important in a decision are assessed in which step of the rational model?
   Decision criteria
   Developing alternatives
   Evaluation of alternatives
   Problem definition

1788) Which of the following is true for the people who adopt a thinking style based on logics and rationality?
   They process information serially
   They perceive things as a whole
   They perceive things on the basis of past experiences
   Their decisions depend upon situation

1789) Process variables include all of the following EXCEPT:
   Climate of trust
   Team efficacy
   Minimized social loafing
   Specific goals


   http://groups.google.com/group/vuzs
1790) 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

1791) All of the following are the major challenges that managers must deal with, in order to remain competitive EXCEPT:

Managing ethical behavior

**anticipate changes in foreign currency valuations**

Keeping up with technological change

Managing a diverse workforce

1792) Which of the following is the complex human reaction to personal achievement or setbacks that may be felt and displayed by a person?

Attitude

**Emotions**

Value

Perception

1793) Which of the following is the study of social system such as families, occupational classes and organizations?

Psychology

**Sociology**

Anthropology

Social Psychology

1794) In system theory the transformation or conversion of inputs into outputs is accomplished with the help of which of the following?

Mechanism

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Technology
Operational system
Information system
http://books.google.com.pk/books?id=R-OvGf0pvK8C&pg=PA322&lpg=PA322&dq=transformation+or+conversion+of+inputs+into+outputs+is+accomplished+with+technology&source=bl&ots=Le6_axGE-i&sig=jBFk4Bydd_9_bc3g1YePKvJHDes&hl=en&ei=bm4_TNDYN9S8cerW0cwE&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBIQ6AEwADgK#v=onepage&q&f=false

1795) Mr. Afaq is working in a sales department of Star Corporation. He gave a personal report to the general manager. In his report he pointed out that the sales staff are not performing their due responsibilities. Afaq’s attitude is showing which of the following component?

Cognitive
Affective
Behavioral
None of the given option

The cognitive response is a cognitive evaluation of the entity that constitutes an individual’s beliefs about the object. Most attitudes are the result of either direct experience or observational learning from the environment.
http://en.wikipedia.org/wiki/Attitude_(psychology)

1796) Mr. Ahmed is responsible to transmit information to outsiders on organization’s plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator
Spokesperson
Representative
Figurehead

1797) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior
Emotional Labor
Emotional disorder
None of the given options

1798) Which of the following is NOT one of the six universal emotions, as agreed upon by most contemporary researchers?

Anger
Fear
Hate
Sadness

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1799) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

**Situation**  
Perceiver  
Reality  
Target

1800) When people tend to use intuitive decision making?

- **When a high level of uncertainty exists**  
- When facts and figures are available  
- When programmed decisions are made  
- When there is no time constraint

1801) Which of the following terms involves making decisions so as to provide the greatest good for the greatest number?

- Utilitarianism  
- Justice  
- Rights  
- Satisfying

**Ref**: Utilitarian criterion—decisions are made solely on the basis of their outcomes or consequences. The goal of utilitarianism is to provide the greatest good for the greatest number. This view tends to dominate business decision making.

1802) According to attribution theory, which of the following is an example of externally caused behavior?

- An employee is late because of a flat tire  
- An employee was promoted because of his abilities  
- An employee was fired because he slept on the job.  
- An employee was promoted because he was hard working.

1803) What are the three key elements of motivation?

- Interest, activity and reward  
- Awareness, effort and outcome  
- Stimulation, progress and achievement

**Intensity, direction and persistence page 59**

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[› vuZs.net](http://vuZs.net)
Key Elements of Motivation

Intensity
Direction
Persistence

1804) Maslow’s hierarchy of needs arranges those needs in which of the following orders?

Physiological, esteem, safety, social, and self-actualization

Physiological, safety, social, esteem, and self-actualization

Physiological, social, safety, esteem, and self-actualization

1805) Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer’s needs?

Existence
Safety
Growth
Physiological

1806) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers

Older employees have lower rates of unavoidable absence than younger workers

Older employees are more likely to quit their job than younger workers

Older employees are perceived to be more flexible than younger workers

1807) Which of the following has Not been shown to be a benefit of flextime?

Reduced absenteeism
Improved productivity
Decreased satisfaction
Improved promptness

1808) Which of the following statements is true?

All command groups are also task groups
All task groups are also friendship groups
All command groups are also informal groups
All informal groups are also command groups

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1809) Which of the following is NOT one of the key components of effective teams?

Effective work design
Recognized company identity
Supportive contextual influences
Well-managed team processes

1810) What is generally the result of groupthink?

Higher quality decisions
More risky decisions
Less critical analysis
Unpopular decisions

1811) Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting groups
Brainstorming
Delphi technique
Nominal group technique

1812) Which group decision-making technique seems most reasonable for the management of a multinational company whose offices are located in China, India, Australia and England?

Brainstorming session
Nominal group technique
Electronic meeting
Postal service interaction

1813) Messages conveyed through body movements and facial expressions are called:

Non-verbals
Physical characteristics
Semantics
Excitement

1814) Which of the following is the most effective communication network for facilitating the emergence of a leader?

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vuZs.net
1815) The relatively stable set of psychological attributes that distinguishes one person from another is called _______.

- Attitude
- Personality
- Perception
- Mind-set

1816) Which of the following managerial roles might include reading trade magazines to learn more about competitors?

- Disseminator
- Leader
- Monitor
- Spokesperson

1817) A manager performing the role of disseminator is most likely to do which of the following activity?

- Speak in a Chamber of Commerce's meeting
- Hire a new Human Resource Manager for the company
- Inform subordinates about newly founded competitors
- Develop a new strategic five-year plan for the company

1818) Which of the following variables adversely affects organization's performance?
Organizational citizenship
Productivity
**Turnover**
Job satisfaction

1819) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

- Negative reinforcement
- **Punishment**
- Extinction
- Positive reinforcement

1820) Which of the following is the set of characteristics that underlines a relatively stable pattern of behavior?

- Emotions
- Moods
- Values
- **Personality**

1821) The extent to which personality attributes are inherited from our parents or shaped by our environment is called which of the following factors?

- Individual differences
- Psychological contributions
- **Nature versus nurture**
- Psychological contract

Ref: [http://books.google.com.pk/books?id=RiDV6vh08xMC&pg=PA61&lpg=PA61&dq=The+extent+to+which+personality+attributes+are+inherited+from+our+parents+or+shaped+by+our+environment+is+called+&source=bl&ots=TPoW9n0leW&sig=eGurCOg44Xe3Oor-0PySxQhS0AQ&hl=en&ei=aCULTMWsBtC04QbC7bR2&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=The%20extent%20to%20which%20personality%20attributes%20are%20inherited%20from%20our%20parents%20or%20shaped%20by%20our%20environment%20is%20called&f=false]

1822) People with which of the following decision making style work well with others and enjoy social interactions?

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Behavioral
Directive
Analytical
Conceptual

1823) Which of the following statement is TRUE regarding trait theories?

- Fit traits to various situations
- Emphasize the situation in classifying approaches to leadership
**Suggest leaders are born and not made**
- Focus on leaders physical attributes, personality, and abilities

1824) Which of the following determines requirements of organization conversion process?

- Machinery, computers and human skills
- Raw material and capital
- Finished products and services
- HR and information system

1825) Which of the following can be considered a method of social learning?

- Classroom
- Workshop
- **TV commercial**
- Work Manual

1826) 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

[http://www.slideshare.net/wcfujita/observational-social-learning-theory](http://www.slideshare.net/wcfujita/observational-social-learning-theory)
1827) Which level of Maslow’s hierarchy of needs deals with satisfying one’s food, shelter and cloth?

Physiological
Social
Esteem
Safety

1828) A group which is raising funds from public for a medical research on a disease that can affect the population can be called as:

Command group
Formal group
Task group
Interest group

1829) 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 page 14
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.

1830) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

Classical conditioning
Social learning
Operant conditioning
Reinforcement theory

http://groups.google.com/group/vuzs

⇒ vuZs.net
1831) 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

http://webcache.googleusercontent.com/search?q=cache:vZThQyRRJpYJ:www.slideshare.net/gar_dev/the-foundations-of-organizational-behavior+Spatial+visualization+has+to+choose+between+two+different+suggestions+offered+by+employees+about+work+schedule&hl=en&gl=pk&strip=1

1832) Which of the following is **NOT** a component of attitude?
- Cognition
- Affect
- Behavior
- **Myths**

1833) Individuals having an intense desire to achieve, are extremely competitive, have a sense of urgency, are impatient and can be hostile, are called:
- Self Monitoring
- Self Esteemed
- **Type A personality**
- Type B personality

1834) Which of the following statements is **TRUE** for affect?
- Affect is a type of emotion and religion
- Affect is a type of mood and environment
- **Affect can be a mood or an emotion**
- Affect is the result of conscious thought

1835) How is the satisficing decision maker best characterized?
- As using rationality
- **As using bounded rationality page 53**
- As using creativity
- As relying on others to make decisions

1836) When people tend to use intuitive decision making?
- **When a high level of uncertainty exists**
- When facts and figures are available
- When programmed decisions are made
- When there is no time constraint

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1837) Which of the following statement is true regarding “analytical decision making style”?
- Tries to avoid conflict and seek acceptance
- Provides creative solution to the problems
- Uses minimum information
- Takes little time in making decisions

1838) Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer’s needs?
- Existence
- Safety
- Growth
- Physiological

1839) How would a theory X manager view employees?
- Seeking responsibility
- Needing to be coerced to achieve goals
- Viewing work as a normal daily activity
- Exercising self control

1840) 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

1841) Which of the following is true about virtual teams?
- There is an absence of verbal cues
- There is limited social context
- People collaborate online
- All of the given options

1842) What result does groupshift have on the decisions a group makes?
- They are less effective
- They are generally riskier
- They are made more quickly
- They are objectively incorrect

http://groups.google.com/group/vuzs
-> vuZs.net
1843) Which of the following statement best defines leadership?
- Implementing the strategy provided by management
- Least concerned in bringing organizational change
- Coordinating and handling day-to-day problems
- The ability to influence a group in goal achievement

1844) In the communication process, which of the following steps occurs first?
- Transmitting
- Decoding
- Encoding
- Understanding

1845) All of the following are examples of nonverbal communication EXCEPT:
- Instant messaging
- Physical distance
- Facial expressions
- Hand gestures

1846) Which of the following types of networks is most likely to promote accuracy?
- Chain
- Direct
- Horizontal
- All-channel

1847) Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving. He expresses his dissatisfaction in which of the following ways?
- Exit
- Voice
- Loyalty
- Neglect

Reference:
Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.

1848) The relatively stable set of psychological attributes that distinguishes one person from another is called ______.

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→ vuZs.net
Attitude
Personality
Perception
Mind-set

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=stable+set+of+psychological+attributes+that+distinguishes+one+person+from+another&source=bl&ots=TPo_3eWgcW&sig=2dzcA6ITvsBSrw-ejaSYTTIBWcY&hl=en&ei=oi09TJDiD4-gkQW2wqivDA&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=stable%20set%20of%20psychological%20attributes%20that%20distinguishes%20one%20person%20from%20another&f=false

1849) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt
Displayed
Conditional
Exposed

1850) According to McClelland, what is the need to make others behave in a way that they would not have behaved otherwise?

The need for power
The need for achievement
The need for affiliation
The need for control

1851) Which of the following is the major source of change affecting large number of organizations today?

Corporate governance
Globalization
Business ethics
Cultural change

1852) Which of the following is the ability to correctly perceive, evaluate, express and regulate emotions and feelings?

Emotional Intelligence
Mental Ability
Physical Ability
Memory Ability

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1853) Mr. Imran has the ability to understand the emotional makeup of other people. He is exhibiting which of the following components of emotional intelligence?
- Self-awareness
- **Empathy** page 41
- Handling relationship
- Managing emotions

1854) The process of managing emotions with organizationally desired emotions exhibits which of the following concept?
- Emotional frustration
- Emotional contagion
- **Emotional labor**
- Emotional conflict

http://en.wikipedia.org/wiki/Emotional_labor

1855) Which of the following stage of perceptual process model involves noticing some of the information available to the person and filtering out the rest?
- Interpretation
- Organization
- **Selective attention**
- Judgment

1856) Which one of the following set of skills is best representing the required competencies of managers?
- Technical skills, human skills and conceptual skills page 9
- Leading skills, motivational skills and human skills
- Organizing skills, interpersonal skills and leading skills
- Motivating skills, intrapersonal skills and conceptual skills

1857) Mr. Ali is a top level manager at ABC Corporation. He has achieved everything he desired in his life. The only thing he misses is the relationships. At this point of career he really needs warm friendships. Identify the need of Mr. Ali.
- Need for achievement
- **Need for affiliation**
- Need for power
- Need for motivation

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→ vuZs.net
1858) Mr. Kashif is the member of a team who voluntarily meet and discuss different issues like how the quality of products be improved, what possible changes can be made to improve working conditions etc. Mr. Kashif is the member of which of the following team?
   - Self-Managed team
   - Problem solving team
   - Cross functional team
   - Virtual team

1859) Mr. Usman is the part of the team whose members take the responsibility for their work, monitor their own performance and alter their behaviors when required to solve a problem. Usman is the member of which of the following team?
   - Self-Managed team
   - Problem solving team
   - Cross functional team
   - Virtual team

1860) Which of the following is a technique that is valuable in its ability to generate a number of independent judgments without the requirement of a face-to-face meeting?
   - The nominal group technique
   - Dialectical inquiry
   - Brainstorming
   - The Delphi technique

1861) A person or a group with a direct or indirect interest or involvement in organization and who is highly affected by the operations of the organization is called
   - Shareholder
   - Stakeholder
   - Stockholder
   - Patron

1862) Who proposed that there are three major relevant motives, or needs, in the workplace?
   - McClelland
   - McGregor
   - Herzberg
   - Maslow

http://webcache.googleusercontent.com/search?q=cache:fGfxDHH7uo0J:www.scribd.com/doc/7201879/Motivation-and-Morale+There+are+three+major+relevant+motives+or+needs+in+workplace+situations&hl=en&gl=pk&strip=1

http://groups.google.com/group/vuzs

vuZs.net
1863) The behavior of people is influenced by which of the following factors?
   Psychological needs
   Individual drives
   Social roles and status
   **All of the given options**

1864) Management functions of planning, organizing, leading and controlling were first classified by_______.
   - Stephen Covey
   - Henry Mintzeberg
   - **Henri Fayol**
   - Marry Parker

Referenced:
Frenchman Henri Fayol considers management to consist of seven functions:
1. planning
2. organizing
3. leading
4. coordinating
5. controlling
6. staffing
7. motivating

1865) 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 page 14**
   - 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.
“Smoking is injurious to health”. This statement is an example of which one of the following components of attitude?

Cognitive
Affective
Behavioral
Behavior intension

Ref: Cognitions A person's knowledge, opinions, or beliefs

Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

Terminal values
Instrumental values
Theoretical values
Social values

The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Situation
Perceiver
Reality
Target

If someone wishes to emphasize the importance of making decisions consistent with fundamental liberties and privileges, the focus of his/her teaching will be on which of the following?

Rights
Privilege
Justice
Utilitarianism

What would be the predicted result of overpaying a piece-rate worker, according to equity theory?

Quality will increase
Quantity will increase
Quality will decrease

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There will be no effect

1871) What sort of goals does Management By Objectives (MBO) emphasize?

- Attainable, verifiable and measurable page 71
- Achievable, controllable and profitable
- Inspirational, teachable and creative
- Challenging, emotional and constructive

1872) Which of the following is an example of a piece-rate plan?

- Stock options
- Rs20 for each unit produced
- Productivity bonus
- Commission

1873) Employees who band together to seek improved working conditions form a(n) ______ group.

- Support
- Interest
- Work
- Command

1874) Which of the following leadership style gave the group members complete freedom?

- Autocratic
- Democratic
- Laissez-faire
- Consideration

1875) According to the Ohio State studies, the extent to which a leader’s behavior is directed toward getting the job done is called:

- Initiating structure
- Consideration
- Maximization
- Path-goal

http://changingminds.org/disciplines/leadership/actions/ohio_state.htm

http://groups.google.com/group/vuzs

http://findarticles.com/p/articles/mi_m0NXD/is_4_11/ai_n25115242/

http://groups.google.com/group/vuzs

⇒ vuZs.net
1876) Which of the following is NOT a barrier to effective communication?

Filtering
Silence
Language
Selective perception

Barriers to effective communication include filtering, selective perception, information overload, emotions, and language.

1877) Formal guidelines and authority hierarchies are examples of which function of communication?

Control
Agreement
Motivation
Information

http://managementconsultingcourses.com/Lesson13Communication.pdf

1878) An informal communication network is typically called a _________.

Grapevine
Chain system
Contextual system
Free acting system

1879) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

Felt
Displayed
Conditional
Exposed

1880) Teams typically outperform individuals when the tasks being completed ________.

Require multiple skills
Require judgment
Require experience

All of the given options


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1881) In which of the following communication network, any network member can communicate with any other member?

Wheel
All-channel
Interpersonal
Circle

1882) Rising Sun is a manufacturing corporation, which is a profitably operating for many years. Employees of this organization are satisfied and motivated because they are involved in decision making that result in fewer conflicts. They keep on innovating new products. Rising Sun is practicing which of the following approach to gain organizational effectiveness?

The internal system approach
The external resource approach
The organizational process approach
Technical approach

1883) The use of wide range of tools, knowledge, or techniques that are used to transform inputs into outputs is called:

Task environment
Structure
Mission
Technology

1884) Weight-lifting, pull-ups and leg lifts are the examples of which of the following abilities?

Emotional Intelligence
Mental Ability
Physical Ability
Memory Ability

1885) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

Positive reinforcement
Negative reinforcement
Punishment
Extinction

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1886) Ethical behavior is influenced by which of the following two major factors?
- Religion and value system
- Terminal and instrumental values
- Ethical reasoning and intelligence
- Individual influences and organizational influences

http://www.google.com.pk/search?q=Ethical+behavior+is+influenced+by+two+major+factors+Individual+influences+and+organizational+influences&hl=en&rlz=1C1CHNY_enPK385PK385&prmdo=1&tbs=bks:1&ei=nJI_TPPFIXRcbKdrZYF&start=0&sa=N

1887) Suleman is very talkative and assertive and enjoys meeting new people on a regular basis. Which of the following job can attract Suleman the most?
- Accountant
- Sales representative
- Animal trainer
- Research scientist

1888) A colleague of Mr. Usman talks on phone for three hours every morning. Mr. Usman thinks that his job involves a lot of phone contacts. While one of his colleagues Mr. Ali thinks that he wastes a lot of time in socializing on the phone. Mr. Usman and Mr. Ali are at which of the following stage of perceptual process?
- Selective attention
- Organization
- Interpretation
- Behavior

1889) If a manager 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.

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1890) Categorizing or labeling people on the basis of a single attribute is called:
- Attribution
- Prejudice
- Stereotyping
- Selective perception

1891) People with which of the following decision making style work well with others and enjoy social interactions?
- Behavioral
- Directive
- Analytical
- Conceptual

1892) Which of the following needs requires increased responsibility, high status and recognition?
- Self-esteem
- Self-actualization
- Social
- Safety

1893) Which of the following is the set of activities that involve the alteration of specific job or its part in order to enhance employees’ productivity?
- Job specification
- Job sharing
- Job design
- Job worth

1894) At SOIL Corporation employees at shop floor are organized into teams that perform a wide variety of tasks. Moreover they have responsibility for quality, scheduling

http://groups.google.com/group/vuZs
and setting work priorities. SOIL Corporation is using which of the following job design strategy to enhance motivation?

- Job rotation
- Job sharing
- Job enrichment
- Job enlargement

1895) Which of the following is a technique that is valuable in its ability to generate a number of independent judgments without the requirement of a face-to-face meeting?

- The nominal group technique
- Dialectical inquiry
- Brainstorming
- The Delphi technique

1896) Mr. Afaq is working in a sales department of Star Corporation. He gave a personal report to the general manager. In his report he pointed out that the sales staff are not performing their due responsibilities. Afaq’s attitude is showing which of the following component?

- Cognitive
- Affective
- Behavioral
- None of the given option

The cognitive response is a cognitive evaluation of the entity that constitutes an individual's beliefs about the object. Most attitudes are the result of either direct experience or observational learning from the environment.

http://en.wikipedia.org/wiki/Attitude_(psychology)

1897) Which one of the following is not considered as a part of organizational output?

- Finished goods
- Services
- Dividends
- Capital

1898) Which of the following is not one of the types of attitude?

- Job satisfaction
- Job Involvement
- Organizational Behavior
- Organizational commitment

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1899) Which of the following is NOT included in the ways employees can express dissatisfaction?
   - Exit
   - Voice
   - Loyalty
   Noise page31

1900) Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?
   - Extroversion
   - Openness to experience
   - Emotional stability
   Agreeableness
   http://en.wikipedia.org/wiki/Agreeableness

1901) Which of the following is NOT a key component of emotional intelligence?
   - Self-awareness
   - Self-management
   Commitment page 41
   - Empathy

1902) What effect does stress typically have on mood?
   - Positive
   Negative
   - Unbiased
   No effect

1903) It is not possible for Mr. Asim to understand everything he sees, he notices a few of the things, we can say that he engages in:
   - Assimilating
   Selective perception
   - Halo Effect
   Target Perception

1904) The most well-known theory of motivation is Abraham Maslow’s

   - Theories x and y
   Hierarchy of needs
   Goal setting theory
   Equity theory

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1905) Our intrinsic desire for personal development is included in Alderfer’s __________ needs.

   Existence
   Relatedness
   Esteem
   Growth

http://books.google.com.pk/books?id=dF7G0yZ51GgC&pg=PA179&lpg=PA179&dq=desire+for+personal+development+is+included+in+Alderfer’s&source=bl&ots=pZ_ZQqszL &sig
   =U-NwXpU1gdqEmwg-9IFUevcxxxM&hl=en&ei=MOA-
   TI66LNDRcjP9dUE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCcQ6AEwBQ
   #v=onepage&q=intrinsic%20desire%20for%20personal%20development&f=false

1906) Which of the following is NOT an important issue relating to goal-setting theory?

   Defining the goal
   Goal difficulty
   Goal specificity
   Equity among co-workers

Reference: Page 64

1907) 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

Ref: http://en.wikipedia.org/wiki/Stock

1908) What happens in the second stage of group development?

   Close relationships are developed
   The group demonstrates cohesiveness
   Intra-group conflict often occurs
   The job task is performed

1909) Which of the following is one of the drawbacks of group decision making?

   More knowledge through pooling of group resources
   More amount of time is required to make a decision page 91
   Increased acceptance & commitment due to voice in decisions
   Greater understanding due to involvement in decision stages
1910) Which of the following is traditionally followed by the formal channels of communication within an organization?

- Authority chain page 96
- Influence chain
- Transmission chain
- Social chain

1911) Clarification to employees about how well they are doing, and what can be done to improve performance, are examples of which function of communication?

- Information
- Control
- Motivation
- Emotional expression

1912) The _____ network best serves to promote high member satisfaction.

- Direct
- Circle
- Wheel
- All-channel

Ref: http://books.google.com.pk/books?id=YqOEjC9J5n4C&pg=PT247&lpg=PT247&dq=network%is%best%if%you%are%concerned%with+high+member+satisfaction&source=bl&ots=JFetK0 rVJY&sig=bRfCm92nSZse5_CxrHtrOzjkb-Y&hl=en&ei=ek8qTLyrlrRece_s8JQD&sa=X&oi=book_result&ct=result&resnum=7&ved =0CDEQ6AEwBg#v=onepage&q=network%20is%20best%20if%20you%20are%20concerned%20with%20high%20member%20satisfaction&f=false

1913) A communication channel with greater channel richness is most likely to provide:

- Greater feedback density
- Greater filtering capability
- Greater perceptual wellness
- Larger amounts of information

1914) The study of organizational behavior is primarily concerned with all of the following dynamics in organizations EXCEPT:

- Interpersonal
- Behavioral

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1915) How do proponents of reinforcement theory view behavior?
   As a product of heredity
   As a function of one’s power need
   As the result of a cognitive process
   As environmentally caused

   http://www.slideshare.net/gurdeep1211/ob-8-presentation

1916) Which of the following is true for the people who adopt a thinking style based on logics and rationality?
   - They process information serially
   - They perceive things as a whole
   - They perceive things on the basis of past experiences
   - Their decisions depend upon situation

1917) Sheraz wants to become a surgeon, not only because achieving this goal will give him self-respect and autonomy, but also because he wants a job with high status and recognition from others. Which of Maslow’s needs is Sheraz trying to meet?
   - Self-actualization
   - Social
   - Esteem
   - Safety

1918) Teams are very useful in which of the following situations?
   - The work to be performed is very basic
   - The tasks are interrelated
   - No one wants to be accountable
   - The group is homogeneous

1919) All of the following are studied in Organizational Behavior, **EXCEPT**
   - Human behaviors in organizations
   - International trade laws
   - Organizational culture
   - The relationship between people and organizations

1920) Which of the following behavior of an individual makes a positive contribution to an organization?
   - Motivational behavior

   http://groups.google.com/group/vuzs

   ➔ vuZs.net
Performance behavior

**Organizational citizenship**

Perceptive contribution

Ref: http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA75&lpg=PA75&dq=behavior+of+an+individual+makes+a+positive+contribution+to+an+organization&source=bl&ots=TPoW9j1daO&sig=YxMi3irDpODS4tR8FcN8lWDxPGk&hl=en&ei=wIkKTOeWIc2t4QbwbrPV5&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBcQ6AEwAA#v=onepage&q=behavior%20of%20an%20individual%20makes%20a%20positive%20contribution%20to%20an%20organization

1921) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?

- Positive reinforcement
- Negative reinforcement
- Punishment
- Extinction

1922) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

- Negative reinforcement
- Punishment
- Extinction
- Positive reinforcement

1923) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

- Agreeableness
- Emotional Stability
- Conscientiousness
- Extroversion

1924) Mr. Ahmed started his career as a clerk, now after 6 years of hard work he has earned the position of finance manager. He believes that all his success is because of his own hard work and devotion. Ahmed has:

- Self-efficacy
- Internal locus of control

**http://groups.google.com/group/vuzs**
Emotional intelligence

High self-esteem page 141

Ref:

Internal locus of control  Attributing outcomes to one's own actions

1925) Which of the following is an example of positive emotions?
   - Anger
   - Sadness
   - Pride
   - Disgust

1926) Which one of the following set of skills is best representing the required competencies of managers?
   - Technical skills, human skills and conceptual skills page 9
   - Leading skills, motivational skills and human skills
   - Organizing skills, interpersonal skills and leading skills
   - Motivating skills, intrapersonal skills and conceptual skills

1927) The rational decision-making approach assumes that decision makers:
   - Have complete information
   - Are motivated by greed
   - Are often distracted by the environment
   - Are subjective

1928) Mr. Ahmad is HR manager in an organization. He has ten employees who directly report to him. They are the part of which of the following group?
   - Command group
   - Task group
   - Friendship group
   - Interest group

1929) Which of the following is a structured approach to decision making that focuses on generating alternatives silently, prevents criticism of alternatives, and uses a voting process to identify group choices?
   - Devil's advocacy
   - The Delphi technique

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vuZs.net
Dialectical inquiry
The nominal group

Ref: The nominal group technique
“Process to generate ideas and evaluate solutions”
A form of structured group decision making that enables everyone to participate and have his/her ideas heard without hostile criticism or distortions.

A structured voting procedure is used to prioritize responses to the nominal question.

1930) Which of the following determines requirements of organization conversion process?
- Machinery, computers and human skills
- Raw material and capital
- Finished products and services
- HR and information system

1931) 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

1932) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?
- Classical conditioning
- Social learning
- Operant conditioning
- Reinforcement theory

1933) Advertisements are directed at changing a person's:
- Attitude
- Value
- Ethics
- Custom

1934) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

http://groups.google.com/group/vuzs
→ vuZs.net
Moods
Behaviors
Values page 28
Customs

Importance of Values
1. Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

1935) Which of the following statements is NOT true about the difference between men and women when it comes to emotional reactions?
   Women show greater emotional expression
   Men express emotions more intensely
   **Men express anger more frequently** Ref: Page 40
   Women may have a greater need for social approval

1936) Which of the following is NOT an important issue relating to goal-setting theory?
   Defining the goal
   Goal difficulty
   Goal specificity
   **Equity among co-workers**
Reference: Page 64

1937) Which of the following is NOT a comparison an employee can use in equity theory?
   Self-inside
   **Self-goal**
   Other-outside
   Self-outside

http://webcache.googleusercontent.com/search?q=cache:Bg1oNWWbn2QJ:www.slideshare.net/gurdeep1211/ob-8-presentation+equity+theory+Self-inside+Self-goal+Other-outside+Self-outside&hl=en&gl=pk&strip=1

1938) Two-factor theory suggests that dissatisfaction is caused by extrinsic factors. Which of the following is an example of such a factor?
   Advancement

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1939) Which of the following is a direct monetary incentive given by the organizations to its employees?
- Promotion
- Gain sharing
- Flexible work hours
- Appreciation certificate

1940) When the group energy is focused on the task at hand, the group has moved to the ____________ stage.
- Storming
- Norming
- Maturation
- Performing

1941) Which of the following statement best defines leadership?
- Implementing the strategy provided by management
- Least concerned in bringing organizational change
- Coordinating and handling day-to-day problems
- The ability to influence a group in goal achievement

1942) According to the Ohio State studies, the extent to which a leader’s behavior is directed toward getting the job done is called:
- Initiating structure
- Consideration
- Maximization
- Path-goal

http://changingminds.org/disciplines/leadership/actions/ohio_state.htm
1943) 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.

1944) Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:
   - Downward communication
   - Horizontal communication
   - Upward communication
   - Lateral communication


1945) Which of the following is the most effective communication network for facilitating the emergence of a leader?
   - Chain
   - All-channel
   - Wheel
   - Direct

   [http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/viewer.asp%3Fdocument%3D9777118913497f05a152c011233061281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1](http://webcache.googleusercontent.com/search?q=cache:WFwK9yg6zbwJ:www.docuter.com/viewer.asp%3Fdocument%3D9777118913497f05a152c011233061281%26ch7+Which+of+the+following+is+the+most+effective+communication+network+for+facilitating+the+emergence+of+a+leader%3F+Chain+All-channel+Wheel+Direct&hl=en&gl=pk&strip=1)

1946) 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

1947) Which one of the following statement is NOT true regarding the relationship between age and job performance?
   - Older workers bring to their job: experience, judgment and strong work ethics
   - Older workers have more commitment to quality
Older workers are perceived as flexible and welcome new technologies
Older workers are perceived as lacking flexibility and resistant to new technologies

1948) Following a response by the termination or withdrawal of something unpleasant is called _________.
Positive reinforcement
Extinction
Negative reinforcement
Punishment
Ref: http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT70&lpg=PT70&dq=%22following+a+response+by+the+termination+or+withdrawal+of+something+unpleasant+is+called+%22&source=bl&ots=9vxZmbKY5C&sig=4J7dpZLYBdCFCHXgOHgKWVXyo&hl=en&ei=Jl0KTPH1BpeJ4gbuoeiqAQ&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBwQ6AEwAQ#v=onepage&q=%22following%20a%20response%20by%20the%20termination%20or%20withdrawal%20of%20something%20unpleasant%20is%20called%20&f=false

1949) Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?
Felt
Displayed
Conditional
Exposed

1950) Which of the following is least accurate about Ohio-State Study?
High-high styles sometimes had negative relationship
High-high leaders generally had superior subordinate performance
High initiating structure is positively related to grievances
High consideration is positively related to manager’s evaluation

1951) Organizations that do not pay attention to diversity may face all of the following problems. Except:
Lower productivity
Increased tensions among workers
Decreased turnover
Increased complaints

1952) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?
Positive reinforcement
Negative reinforcement
Punishment

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1953) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

- Negative reinforcement
- Punishment
- Extinction
- Positive reinforcement

1954) Action of a person consistent with one's personal values and the commonly held values of the organization and society is called which of the following behavior?

- Legal behavior
- Ethical behavior
- Cognitive behavior
- Loyal behavior

1955) Which of the following component of an attitude includes beliefs, opinions and information that a person has about the object he observed?

- Affective
- Behavioral
- Cognitive
- Terminal

1956) The founder of TL Corporation has to face many difficulties while establishing his company even banks were not ready to grant loan. But he showed persistence and after four years he was able to generate finance by the mortgage of his own house. He was exhibiting which of the following personality trait of Big Five Personality Model?

- Agreeableness
- Emotional Stability
- Conscientiousness
- Extroversion

1957) Which of the following is an example of positive emotions?

- Anger
- Sadness
- Pride
- Disgust

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1958) Which of the following is the study of social system such as families, occupational classes and organizations?
Psychology
Sociology
Anthropology
Social Psychology

1959) In an interview, the interviewer's first impression of the interviewee (or target) is likely to be based upon:
Nonverbal cues of the target
Verbal communication by the target
The intentions of the target
The target's physical appearance

1960) The rational decision-making approach assumes that decision makers:
Have complete information
Are motivated by greed
Are often distracted by the environment
Are subjective

1961) In decision making process when managers define their limits and make their decision within the limits, it is called:
Bounded rationality
Optimal decision making
Intuitive decision making
Rational decision making

1962) People with which of the following decision making style work well with others and enjoy social interactions?
Behavioral
Directive
Analytical
Conceptual

1963) Mr. Zia is directly involved in the production of the automobiles. He is facing low motivation due to repetitive tasks. His manager changes his responsibilities and now he has to perform different tasks. His motivation has increased because of which of the following strategy?
Job enrichment
Job enlargement
Job sharing
Job rotation

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1964) All of the following are examples of downward communication flow EXCEPT:
Managers informing employees of procedures
Managers pointing out problems that need attention
Employees completing attitude surveys
Managers telling employees to work more quickly

1965) Which one of the following is not considered as a part of organizational output?

- Finished goods
- Services
- Dividend
- Capital

1966) 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

1967) Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

- Felt Emotions
- Displayed Emotions page 39.
- Moods
- Emotional Intelligence

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

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1968) When an employee expresses organizationally desired emotions during interpersonal transaction, it is called:

- Alexithymia
- Felt Emotions
- Emotional Labor

Displayed Emotions page 39

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

1969) 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 page 48

1970) 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 page 49

• Projection
  – Attributing one’s own characteristics to other people

1971) 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

1972) In equity theory, individuals assess the ______________.

Cost-benefit ratio
Efficiency-effectiveness trade-off
Quantity-quality trade-off
Outcome-input ratio page 59

1973) Who sets MBO objectives?
The immediate supervisor
The superior and subordinate
The head of department
The employees themselves

1974) 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

1975) When the group energy is focused on the task at hand, the group has moved to the __________ stage.

Storming

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Norming
Maturation
Performing

http://books.google.com.pk/books?id=pBONJXoZ4fIC&pg=PA22&lpg=PA22&dq=When+the+group+energy+is+focused+on+the+task+at+hand,+the+group+has+moved+to+the+performing+stage&source=bl&ots=ZZ0sAK3fl8&sig=1TQXGydq9laKycmIpWpehwQDMU&hl=en&ei=Xls3TK2UPJCgLkY2cAw&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBgQ6AEwAQ#v=onepage&q=During%20this%20stage%20the%20group%20turns%20its%20focus%20to%20accomplishing%20the%20task%20at%20hand&f=false

1976) Demand on leader is ___________ in a team comprising of 2-7 members.

High
Highest
Low
Moderate

1977) 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

1978) 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**

1979) There is fairly strong evidence that traits can predict _____ more accurately than leadership effectiveness.

Leadership emergence

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Extraversion in leaders
Leadership awareness
Leadership competence

1980) 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

[http://books.google.com.pk/books?id=9-icsiS8RSoC&pg=PA295&lpg=PA295&dq=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&source=bl&ots=0lwVCJzBpr&sig=YKI9f5YIVHHWbdvUW5PTCGVTqSc&hl=en&ei=M888TJjiB8mJcJfawOUD&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false]

1981) Which of House’s leaders from path-goal theory are friendly and show concern for the needs of followers?

- Directive
- **Supportive**
- Participative
- Achievement-oriented

1982) 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

1983) 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 manager 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?

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Reward-based trust

Knowledge-based trust

Identification-based trust

Deterrence-based trust

Ref: • Knowledge-based trust

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

1984) Legitimate power is based on which of the following element?

Positive rewards

Interpersonal trust

Structural position

Expert knowledge

1985) 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

1986) 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 page 124

Intrarole Conflict

1987) All of the following are types of conflict EXCEPT:

Task Conflict

Person-role Conflict

Relationship Conflict

Process Conflict

1988) The interactionist view of conflict proposes that functional conflict is:

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Necessary for effective group performance
An indication of the group maturity level
Always focused around relationships
Make group members static and apathetic

1989) 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 page 128
Arbitrator
Conciliator
Consultant

The third party acts as a mediator, taking a neutral stance and helping parties reconcile their differences.

1990) 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

1991) Which one of the following is consistent with a simple structure?

High centralization
High employee discretion
Standardization
Bureaucracy

1992) You have eliminated horizontal, vertical, and external barriers within your organization. You are operating as a/an:

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**Boundaryless organization**
Organizational pyramid
Matrix organization
Virtual organization


1993) 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

1994) 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

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1995) 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

1996) 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

1997) Which type of selection technique is given the most weight?

Written test
Performance-simulation test
Electronic test
**Interview**

1998) The centerpiece of most diversity programs is:

Money
Employer commitment
**Training**

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Human resource personnel

1999) A strong culture can act as a substitute for which of the following?

Institutionalization
Formalization
Socialization
Organizational rules

http://books.google.com.pk/books?id=kQ71jtW3YvYC&pg=PA293&lpg=PA293&dq=A+strong+culture+can+act+as+a+substitute+for&source=bl&ots=cchOjKQgIP&sig=ipU1AEefmU4lPeym6bJKUpMNTKg&hl=en&ei=mI08TPewDMGHkQW3weR7&sa=X&oi=book_result&ct=result&resnum=4&ved=0CCMQ6AEwAw#v=onepage&q=A%20strong%20culture%20can%20act%20as%20substitute%20for&f=false

2000) 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

2001) 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

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2002) Which of the following is NOT a source of individual resistance to change?

a. habit  
b. security  
c. fear of the unknown  
**d. inertia**

Five reasons why individuals may resist change are

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.

2003) What term is used for feelings that tend to be less intensive than emotions?

Affect  
Cognition  
Thoughts  
**Mood**

http://webcache.googleusercontent.com/search?q=cache:Y204wolJtFgJ:marrichassociates.com/BUS_261_Organizational_Behavior_Twelth_Day.ppt+moods+are+feelings+that+tend+to+be+less+intensive+than+emotions&cd=6&hl=en&ct=clnk&gl=pk

2004) 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**

2005) Which of the following refers to the network of personal and social relations that is developed spontaneously between people associated with each other?

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Formal organization

Informal organization

Business organization

Government organization

2006) All of the following are the primary bases of personal power EXCEPT:
- Referent power
- Position power
- Expert power
- Coercive power

2007) 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

2008) 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
2009) 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

http://college.cengage.com/business/moorhead/organizational/6e/students/glossary/index.html#C

2010) Which of the following is NOT a personal cause of conflict in organizations?

- Personalities
- Perception
- Authority relationships
- Communication


2011) 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 page 126

Ref: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome

2012) Division of labor is often referred to as which of the following?

- Departmentalization
- The organizational chart
- Specialization
- The administrative hierarchy

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2013) 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

2014) Jobs grouped according to traditional business tasks such as marketing, manufacturing, and personnel are departmentalized by:

- Process
- Service
- Function
- Structure

2015) The process of constructing and adjusting an organization's structure to achieve its goals is:

- Strategic management
- Strategy-structure fit
- Organizational design
- Organizational reconfiguration

2016) 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

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Task restructuring

**Flextime**

http://docs.google.com/viewer?a=v&q=cache:SBLpc7H9gTsJ:polaris.umuc.edu/~nhoaglan/COMM393X/example.pdf+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&hl=en&gl=ru&pid=bl&srcid=ADGEESjah6NWomz4CumoVdm-kVBVqV4pCEdtyBNC3QWnbc71Z9-gzwVYVhx_72oD23KAzOEzzlrcpgStl9zO0GSda4mMXkdvPYv0H6okpD2oE0t2B4fNTtmvBxjL37p8K86DY-3vJ&sig=AHIEtbSk2JRn-JUnGbr-pl97e98UJFjXMQ

2017) The tools, techniques, and actions used by an organization to transform inputs into outputs are called:

- An organization's technology
- The throughput
- The transformation process
- Work design

http://books.google.com.pk/books?id=CmFjF5tNmuEC&pg=PA17&lpg=PA17&dq=Technology+(tools,+techniques,+actions+used+to+transform+inputs+into+outputs)&source=bl&ots=XpDLvSG_p6&sig=8oHMHfK9WSyFr7HB5gNLbXG2tVY&hl=en&ei=EYQ9T17H8vLkAWOoPvxD&A&sa=X&oi=book_result&ct=result&resnum=10&ved=0CDUQ6AEwCQ#v=onepage&q=Technology%20(tools%2C%20techniques%2C%20actions%20used%20to%20transform%20inputs%20into%20outputs)&f=false

2018) Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

- Job description
- Job specification page 164
- Job evaluation
- Job enrichment

2019) Which of the following specifies the relative value of each job in the organization?

- Job description
- Job specification
- Job evaluation page 164
- Job enrichment

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2020) All of the following are examples of external forces for change EXCEPT:

- Workforce diversity
- Globalization
- Company Crisis
- Ethical behavior

Reference:

http://docs.google.com/viewer?a=v&q=cache:MDtRc4o5LJsJ:managementconsultingcourses.com/Lesson37OrganizationalChange.pdf+external+forces&hl=en&gl=pt&pid=bl&srcid=ADGEESjmmxVNB9jBnCk46Kw6hwbxtQtpg7U8v2O5ykVNCmSTG2OuhXnY5jbebEefpMrjYEXblZrQZ68Wyk3yxLF1Au8ZEOn6cmmacuLjtG0Kqvtctyt2nbouU8Jm6bBNwmdidHDj_Ds_2_u&sig=AHIEtbSE5sg0hNmhb_1sAu0GtlyhmMrw

2021) Which of the following is not considered as a characteristic of organizations?

- Social entities
- Goal oriented
- Closed system page 12
- Deliberately structured

Reference:

Organizations are:

- Social entities
- Goal oriented
- Deliberately structured
- Linked to the external environment

2022) Which of the following term is defined as “the right inherent in a managerial position to give orders and expect orders to be obeyed”?

Select correct option:
- Chain of command
- Authority
- Unity of command
- Leadership

2023) ___________ focuses on the study of people in relation to their social environment.

Select correct option:
- Psychology
- Sociology
Corporate strategy
Political science

2024) Which of the following is NOT true of charismatic leaders?
Select correct option:
They have behavior that is unconventional
They are willing to take high personal risk
They have a vision and the ability to articulate the vision
They show consistency with their followers’ behaviors
Charismatic Leadership

Four characteristics of the charismatic leader have been identified. They have a vision, are willing to take risks to achieve that vision, are sensitive follower needs, and exhibit behaviors that are out of the ordinary.

2025) In attribution theory, what is distinctiveness?
Select correct option:
Whether an individual displays consistent behaviors in different situations
Whether an individual displays different behaviors in different situations
Whether an individual displays consistent behaviors in similar situations
Whether an individual displays different behaviors in similar situations

2026) Which of the following is the most productive stage in group development?
Select correct option:
Producing
Increasing
Maturity
Performing

2027) ___________ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.
Select correct option:
Formal organization
Informal organization

http://www.cliffsnotes.com/study_guide/Stages‐of‐Team‐Development.topicArticleId‐8944,articleId‐8904.html

http://groups.google.com/group/vuzs

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If you wish to emphasize the importance of making decisions consistent with fundamental liberties and privileges, the focus of your teaching will also be on which of the following?
Select correct option:
Utilitarianism
Justice
Rights
Privilege

Which of the following will influence the method of recruitment and selection used by a company?
Select correct option:
The size of organization
The economic conditions of country
The emerging trends in technology
The social and ethical demands

What are the three primary determinants of behavior that organizational behavior focuses upon?
Select correct option:
Individuals, profit structure, and job satisfaction
Individuals, groups, and job satisfaction
Groups, structure, and profit structure

The managers of a multinational company are located in Taiwan, India, Brazil, and the United States. Which group decision-making technique seems most reasonable for this organization?
Select correct option:
A postal service interaction
A brainstorming session
A nominal group
An electronic meeting

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vuZs.net
2032) Increasingly, we can expect that women will be hired into _____ positions.
Select correct option:
- Unskilled
- Traditionally female
- Socially-oriented
- Professional

2033) Which bargaining strategy is preferable for use in intra-organizational behavior?
- Positive negotiation

Distributive bargaining
- Integrative bargaining page 132
- Equal bargaining

Ref: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.

2034) _____ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.
Select correct option:
- Workforce diversity
- Affirmative action
- Organizational culture
- Operational homogeneity

2035) The employee writes a complaint letter to his manager. Putting his thoughts onto paper is an example of:
Select correct option:
- Encoding
- Messaging
- Channeling
- Cryptography

2036) Mohsin has already presented two excellent reports. The report he has just presented is clearly not as good as the first two reports, yet he is given the same high grade as before. What shortcut has been used in this case?
Select correct option:

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The contrast effect
The halo effect
Stereotyping
Projection

2037) The unity-of-command principle states which of the following?
Select correct option:
Managers should limit their control to a maximum of ten employees
An individual should be directly responsible to only one supervisor
Managers should provide direction to employees in a unified fashion
Employees should report directly to two supervisors to maintain task balance

2038) People with which type of personality trait commonly make poor decisions because they make them too fast?
Select correct option:
Type As
Type Bs
Self-monitors
Extroverts

2039) The power that the College Dean has been granted by the University over the faculty is termed as which of the following power?
Select correct option:
Academic
Positional
Legitimate
Organizational

2040) Which of the following is NOT a factor in the individual perceiver?

Attitude
Motive
Location
Perception
Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations

2041) Increasingly, we can expect that women will be hired into ___ positions.
Select correct option:
- Unskilled
- Traditionally female
- **Socially-oriented**
- Professional

2042) The CEO of a retail store is developing its business plan. The store will have 200 employees and will serve customers both locally and internationally via a storefront and an Internet catalogue. Which of the following organizational designs is LEAST likely to benefit the goals of this retail store?
Select correct option:
- Matrix
- **Virtual**
- Bureaucracy
- Simple

2043) A threatened strike action by a labor union to force the management to accept their demands is an example of which of the following power?
Select correct option:
- Referent power
- Legitimate power
- Reward power
- **Coercive power**

2044) Usually in organizations, who is responsible for managing change activities?
Select correct option:
- Senior management
- Consultants
- **Managers**
- Employees
Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?

Select correct option:
- Terminal values
- Instrumental values
- Theoretical values
- Social values

Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

Select correct option:
- Groupthink
- Nominal group
- Brainstorm
- Electronic meeting

According to attribution theory, which of the following is an example of externally caused behavior?

Select correct option:
- An employee is late because of a flat tire.
- An employee was promoted because of his abilities
- An employee was fired because he slept on the job.
- An employee was promoted because he was hard working.

Several key dimensions to any organization’s environment have been found. Which of the following is one of these key dimensions?

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Select correct option:
  Productivity
  Complexity
  Interdependence
  Collaboration

2049) Which of the following tactics involves an individual in the decision-making process?
Select correct option:
  Ingratiation
  Exchange
  Pressure
  Inspirational appeals

2050) What is the main strength of job rotation?
Select correct option:
  It decreases workload
  It increases motivation
  It increases productivity
  It decreases training costs

2051) Psychology’s major contributions to the field of organizational behavior have been primarily at what level of analysis?
Select correct option:
  The level of the group
  The level of the individual
  The level of the organization
  The level of the culture

2052) In the communication process, which of the following steps occurs first?
Select correct option:
  Transmitting
  Decoding
  Encoding
  Understanding

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2053) All of the following are true about learning EXCEPT that it:
Select correct option:

- Can have a very short duration
- Requires a change in behavior
- Requires some form of experience
- Affects aptitude

2054) Which of the following type of leader is likely to have the most profound effect on his or her followers?
Select correct option:

- Educational
- Directive
- Transformational
- Transactional

2055) Which of the following statements is NOT true?
Select correct option:

- Satisfied employees are likely to be more productive
- Dissatisfied employees are more likely to miss work
- Satisfied employees increase customer satisfaction and loyalty
- The most effective way to improve job satisfaction is a raise in pay

2056) Which of the following can be defined as a loss in performance due to low leader expectations?
Select correct option:

- Golem effect
- Galatea effect
- Halo effect
- Marshal effect

2057) The degree, to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is ________. Select correct option:
2058) As a manager, one of Ali’s duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Ali performing, when he does this?
Select correct option:
Leadership role
Monitor role
Figurehead role
Spokesperson role

2059) Which of the following types of teams would most likely empower its team members to make work-related decisions?
Select correct option:
Technical
Self-managed
Problem-solving
Management

2060) What do we call the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?
Select correct option:
Environmental analysis
Social verification
Outlook
Perception

2061) Which of the following factors make it imperative that organizations be fast and flexible?
Select correct option:
Temporariness
Corporate excess

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2062) “Fahad is easy-going at home, but at work he becomes very tense and anxious.” This statement attributes Fahad’s personality more to which of the following?
Select correct option:
- Heredity
- Environment
- Situation
- Locus of control

2063) An individual most likely to engage in political behavior would have all of the following except a/an:
Select correct option:
- High need for power
- High ability to self-monitor
- High charisma rating
- Internal locus of control

2064) Which of the following is NOT considered as a driving force of internal change?
Select correct option:
- Organizational crisis
- Working environment
- Declining effectiveness
- Societal pressures

2065) People with which type of personality trait commonly make poor decisions because they make them too fast?
Select correct option:
- Type As
- Type Bs
Self-monitors
Extroverts

2066) All of the following are characteristics of the organic model except:
Select correct option:
Cross-functional teams
Narrow spans of control
Cross-hierarchical teams
Employee discretion

2067) The belief that “violence is wrong” is an evaluative statement. Such an opinion constitutes which of the following component of an attitude?
Select correct option:
Cognitive
Affective
Behavioral
Reflective

2068) The management of Chanab Corporation discovers that its market is clearly divided between very different types of clients, with different support needs. To respond to this market diversity, management will probably choose to which of the following type of departmentalization?
Select correct option:
Requirements
Support
Customer
Matrix

2069) Ineffective planning of workforce would be highlighted by:
Select correct option:
Recruitment and selection problems
The need to outsource some of the production
A need to offer retraining to current employees
An opportunity to increase the use of mechanization

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2070) Transactional leadership is addressed by all of the following leadership theories EXCEPT:
Select correct option:
- Transformational leadership theory
- Path-goal theory
- Fiedler's leadership model
- The leader-participation model

2071) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best describes these values?
Select correct option:
- Terminal values
- Instrumental values
- Theoretical values
- Social values

2072) Organizing workshops and meetings to explain the changing nature of work is an example of which of the following tactics to overcome resistance?
Select correct option:
- Manipulation and cooptation
- Education and communication
- Participation
- Negotiation

2073) How is the satisfying decision maker best characterized?
Select correct option:
- As using rationality
- As using bounded rationality
- As affected by anchoring bias
- As relying on others to make decisions

2074) A person or group with a direct interest, involvement, or investment in organization is called ___________.
Select correct option:
- Shareholder
- Stakeholder

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Stockholder
Patron

2075) 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 trustworthiness modulate the leader’s access to knowledge and cooperation.

2076) What is the term used for a general impression about an individual based on a single characteristic such as intelligence, sociability, or appearance?
Select correct option:
The contrast effect
Personal bias
The halo effect
Projection

• Halo Effect

– A general impression about an individual is based on a single positive characteristic.

2077) Factors other than satisfaction that impact one’s decision to leave a current job include all of the following EXCEPT:
Select correct option:
Labor market conditions
Length of tenure with the organization
Expectations about alternative job opportunities
Organizational citizenship behavior

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The conflict-handling intention of avoiding is ________________

Select correct option:
- Assertive and uncooperative
- Assertive and cooperative
- Unassertive and uncooperative
- Unassertive and cooperative

Which of the following countries ranks highest in long-term orientation?

Select correct option:
- Afghanistan
- Bangladesh
- Russia
- China

Asian countries were more collectivist than individualistic. US ranked highest on individualism. German and Hong Kong ranked highest on quality of life; Russia and The Netherlands were low. China and Hong Kong had a long-term orientation; France and US were low.

One of the shortcuts used to judge others involves evaluating a person based on how he/she compares to other individuals on the same characteristic. What is this shortcut called?

Select correct option:
- Selective perception
- The contrast effect
- The halo effect
- Stereotyping

Which of the following abilities one should have to perform the job of a beach lifeguard?

Select correct option:
- To have strong muscles only
- To have inductive reasoning skills
- To have deductive reasoning skills
- Strong spatial-visualization abilities and body coordination

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Sabohi has a job which pays an excellent salary. She has a good relationship with her peers and her supervisors. She also likes the fact that the company policy fits well with what she personally believes, and that she has received considerable recognition for her achievements at the company. Which of these factors is 'MOST likely' responsible for the fact that Sabohi loves her job?

Select correct option:
- High compensation
- Good nature of peer relationships
- Good nature of supervisor relationships
- Recognition for her achievements

Asad is informing employees about the new disciplinary actions approved by the higher management. This is an example of:

Select correct option:
- Upward communication
- Downward communication
- Diagonal communication
- Horizontal communication

Which of the following is one of the most popular ways to group activities?

Select correct option:
- Product
- Function
- Geography
- Process

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

Select correct option:
- Illumination
- Intentions
- Behavior
- Cognition
2086) Studies indicate that which of the following tends to decrease with increased tenure?
Select correct option:
Job satisfaction
Productivity
Absenteism
Raises and promotion

2087) 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?
Select correct option:
Memory
Number Aptitude
Deductive Reasoning
Perceptual speed

2088) Ineffective planning of workforce would be highlighted by:
Select correct option:
Recruitment and selection problems
The need to out source some of the production
A need to offer retraining to current employees
An opportunity to increase the use of mechanization

2089) Asad, one of your newest employees, is an extravert. Which of the following statements is LEAST likely to be true?
Select correct option:
Asad will probably attend the company picnic
Asad will be suited to a managerial or sales position

http://www.bized.co.uk/learn/business/qbank/hrm3.htm

http://groups.google.com/group/vuzs

vuZs.net
Asad will probably have a large number of relationships
Asad will perform well on specialized, detail-oriented tasks

2090) Which is NOT a type of conflict identified by the interactionist view?
Select correct option:
Organizational
**Relationship**
Process
Institutional

2091) Transactional leadership is addressed by all of the following leadership theories EXCEPT:
Select correct option:
Transformational leadership theory
Path-goal theory
Fiedler's leadership model
The leader-participation model

2092) The basis by which jobs are grouped together is termed ___.
Select correct option:
Bureaucracy
Specialization
Centralization
Departmentalization

2093) Which of the following is the strength of the matrix structure?
Select correct option:
Economies of scale
Social empowerment
**Ability to facilitate coordination**
Adherence to chain of command

2094) Culture is most likely to be a liability when:
Select correct option:
It increases the consistency of behavior

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The organization’s environment is dynamic
The organization’s management is ineffectual
Countercultures are integrated into the dominant cultures

2095) Which of the following is not a core topic of organizational behavior?
Select correct option:
Motivation
Attitude development
Conflict
Resource allocation

2096) Which of the following term refers to how an organization transfers its inputs into outputs?
Select correct option:
Production
Technology
Operations
Process

2097) Which of the following option shows the quality of continuing steadily despite of problems or difficulties?
Select correct option:
Persistence
Intensity
Direction
Meditation

http://www.encyclo.co.uk/define/persistence

2098) Hanif is dissatisfied with his job but believes that his supervisor is a good man who will do the right thing. Hanif has decided that if he just waits, conditions will improve. Henry’s approach to this problem is termed as:
Select correct option:
Exit
Voice
Loyalty
Neglect

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2099) The two parties eventually agree to ask M.S Qureshi, an attorney and trusted friend, to help them informally to solve their problem. Sam's role is that of a(n):
Select correct option:
- Mediator
- Arbitrator
- Conciliator
- Consultant

2100) The most important aspect of power is probably that it:
Select correct option:
- Involves control
- Tends to corrupt people
- Is counterproductive
- Is a function of dependency

http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT290&dq=The+most+important+aspect+of+power+is+probably+that+it+is+a+function+of+dependency&hl=en&ei=8S4TMqNNYvQcZPDkaIB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=The%20most%20important%20aspect%20of%20power%20is%20probably%20that%20it%20is%20a%20function%20of%20dependency&f=false

2101) While managing political behaviors in organization, the manager requires discouraging:
Select correct option:
- Negotiation
- Relationships
- Self interest
- Dialogue

2102) Which of the following is NOT a key component of emotional intelligence?
- Self-awareness
- Self-management
- Commitment page 41
- Empathy

2103) The basis by which jobs are grouped together is termed ___.
Select correct option:
- Bureaucracy
- Specialization

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Celebrities are paid millions of dollars to endorse products in commercials because the advertisers believe the celebrities have which of the following power?
Select correct option:
- Personal
- Referent
- Expert
- Legitimate

Your physician has advised you to take a series of medications. You comply because of his _______ power.
Select correct option:
- Referent
- Formal
- Expert
- Personal

Conflict a mother feels between being a friend to their children and also being a disciplinarian explains which of the following type of conflict?
Select correct option:
- Intergroup Conflict
- Interpersonal Conflict
- Interrole Conflict
- Intrarole Conflict

AGA Corporation is going to obtain the ownership or procession of another company. This process will call:
Select correct option:
- Downsizing
- Rightsizing
- Reengineering
- Acquisition
2108) According to attribution theory, which of the following is an example of externally caused behavior?
Select correct option:

- An employee is late because of a flat tire.
- An employee was promoted because of his abilities
- An employee was fired because he slept on the job.
- An employee was promoted because he was hard working.

2109) A bureaucracy is characterized by all of the following EXCEPT:
Select correct option:
- Specialization tasks
- Highly routine operating tasks
- Formalized rules and regulations
- Decentralized decision making

2110) Which of the following will influence the method of recruitment and selection used by a company?
Select correct option:
- The size of organization
- The economic conditions of country
- The emerging trends in technology
- The social and ethical demands

2111) in which of the following career stage; an individual gets his first job, gets accepted by his peers, learns in this job, and also gains the first tangible evidence of success or failure?
Select correct option:
- Growth stage
- Exploration stage
- Establishment stage
- Maintenance stage

http://books.google.com.pk/books?id=Y6QRJb40C84C&pg=PA379&lpg=PA379&dq=career+stage&dq=career%20stage%20%20%20Growth%20stage%20Exploration%20stage%20Establishment%20stage%20Maintenance%20stage&source=bl&ots=XCJqtZx4Jj&sig=P8d-ZWC361SuyJ1_kYU08gUC3BE&hl=en&ei=Hc9ATKD3PMvcpcMw240g&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCUQ6AEwBA#v=onepage&q=career%20stage%20%20%20
2112) Asad and Saad are working in a company. There occurs a conflict between the two due to different views on some decisions. Both are indulging in what type of conflict?
Select correct option:
- **Interpersonal Conflict**
- Interorganizational Conflict
- Intergroup Conflict
- Person-role Conflict

2113) Ability to understand what is read or heard and the relationship of words to each other is called ________
Select correct option:
- **Verbal comprehension**
- Non verbal comprehension
- Perceptual speed
- Memory

2114) Which of the following network structure requires high emergence of leadership?
Select correct option:
- **Wheel**
- Chain
- All-channel
- Diverse

2115) What is generally the result of groupthink?
Select correct option:
- Higher quality decisions
- More risky decisions
- **Less critical analysis**
- Unpopular decisions

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2116) Individuals with a high need to achieve prefer all of the following EXCEPT:
Select correct option:

- Job situations with personal responsibility
- **A high degree of risk**
- Overcoming obstacles
- Personal empowerment

2117) The best definition for centralization is a situation in which decision making is:
Select correct option:

- Pushed down to lower level employees
- **Concentrated at a single point in the organization**
- Completed in each department and then sent to the higher-ups
- Diffused among a large segment of employees

2118) Which one of the following might not be a functional outcome of the conflict process?
Select correct option:

- Stimulates creativity
- Increases innovation
- Relieves tensions
- **Avoids risk**

2119) Reactive and protective behaviors designed to avoid action, blame, or change are termed as:
Select correct option:

- Political behaviors
- **Defensive behaviors**
- Protectionism
- Impression management

http://www.lda-us.com/Articles/7.pdf

http://books.google.com.pk/books?id=TAaDaezB___8C&pg=PA448&dq=critical+analysis+groupthink&hl=en&ei=Yeg9TMXwF4WeGwvaIB&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q=critical%20analysis%20groupthink&f=false

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2120) A bureaucracy is characterized by all of the following EXCEPT: Select correct option:

- Specialization tasks
- Highly routine operating tasks
- Formalized rules and regulations
- Decentralized decision making

2121) What is/are the key element(s) of motivation? Select correct option:

- Intensity
- Direction
- Persistence
- All of the given options

2122) Performance evaluations are used as a mechanism for all of the following EXCEPT: Select correct option:

- Human resource planning
- Determining advancements in positions
- Monitoring the success of marketing strategies
- Identifying training and development needs

2123) Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of ______. Select correct option:

- Self-serving bias
- Selective perception
- Fundamental attribution error
- Inconsistency

2124) Which one of the following problems is most likely to occur in a matrix structure? Select correct option:

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Loss of economies of scale
Decreased employee motivation
\textbf{Employees receiving conflicting directives}
Decreased response to environmental change

2125) Which of the following would not be considered an organization?
Select correct option:
Hospital
Charity centers
Red cross
\textbf{Dairy farmers in Punjab}

2126) Which of Hofstede’s dimensions is the degree to which people in a country prefer structured to unstructured situations?
Select correct option:
Collectivism
Power distance
Long-term orientation
\textbf{Uncertainty avoidance}

2127) Which of the following is NOT a factor in the individual perceiver?
Attitude
Motive
\textbf{Location}
Perception
Ref: The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations

2128) Agro Farm Products is expanding its traditional business serving farm owners in order to include home gardeners in its customer base. The sales agents are not happy with this change. In order to overcome their resistance management decides to involve the sales personnel in planning for the change and in stocking appropriate new items to sell to gardeners. Management is choosing which of the following?
Select correct option:
\url{http://groups.google.com/group/vuzs}
\Rightarrow vuZs.net
Participation
Negotiation
Education and communication
Manipulation and cooptation

2129) Which of the following is the term used to refer to establishing effective relationships with key people inside and/or outside an organization?
Select correct option:

- Networking
- Politicking
- Interest group
- Lobbying

http://webcache.googleusercontent.com/search?q=cache:XFIzQEx2VcYJ:web.ed.ntnu.edu.tw/~minfei/OBch13.doc+Politicking+establishing+effective+relationships+with+key+people+inside+and/or+outside+an+organization&cd=10&hl=en&ct=clnk&gl=pk

2130) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used in this case?
Select correct option:

- The halo effect
- The contrast effect
- Projection
- Stereotyping

2131) A threatened strike action by a labor union to force the management to accept their demands is an example of which of the following power?
Select correct option:

- Referent power
- Legitimate power
- Reward power
- Coercive power

2132) How is gain-sharing an improvement on profit sharing?
Select correct option:

- It focuses on productivity gains rather than profits
- Superior employees can receive incentive even when the organization isn’t profitable

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vuZs.net
It does not distribute profits, only gains in profits
It rewards behaviors that are less influenced by external factors

2133) Which of the following departmentalization achieves economies of scale by placing people with common skills and orientations into common units?
Select correct option:

- Functional
- Process
- Product
- Geographic

2134) What is the last step in the Rational Decision-Making Model?
Select correct option:

- Developing alternatives
- Collecting relevant data
- Weighing the decision criteria
- Computing the optimal decision

2135) Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?
Select correct option:

- Intergroup Conflict
- Interpersonal Conflict
- **Interrole Conflict**
- Intrarole Conflict

2136) All of the following are examples of external forces for change **EXCEPT:**

- Changing work climate
- Workforce diversity

[http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA231&dq=departmentalization+achieves+economies+of+scale+by+placing+people+with+common+skills+and+orientations+into+common+units&hl=en&ei=DeVATLvhcyvcIvC9M8P&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q&f=false](http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA231&dq=departmentalization+achieves+economies+of+scale+by+placing+people+with+common+skills+and+orientations+into+common+units&hl=en&ei=DeVATLvhcyvcIvC9M8P&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA#v=onepage&q&f=false)

[http://groups.google.com/group/vuZs](http://groups.google.com/group/vuZs)
Globalization
Ethical behavior

http://docs.google.com/viewer?a=v&q=cache:MDtRc4o5LJsJ:managementconsultingcourses.com/Lesson37OrganizationalChange.pdf+external+forces&hl=en&gl=pk&pid=bl&srcid=ADGEESjm nxVN89jBnCk4Kw6hwbxQtgp7UBv2O5ykvNCmSTG2OhXnY5ibebe_efpMrJYEXblZrOZ68Wvk3yLFjAu8ZE06cmmacuLjtG0Kqvtcyt2nbouU8Jm6bBNwmdidHDj_Ds_2_u&sig=AHIEtbSEsO0hNmhbb1sAuO0GtIyhMmw

2137) Which of the following is the individual source of resistance to change?

Structural inertia
Threat to expertise
**Fear of unknown**
Threatened power


2138) Which of the following is the individual source of resistance to change?

Structural inertia
Threat to expertise
**New social relationships**
Threatened power


2139) Which of the following is the process of planned change and improvement of the organization through application of knowledge of the behavioral science?

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Organizational culture
Organizational theory
Organizational Change
Organizational Development

2140) Which of the following can be termed as organizational development program?

Switching from manual to computerized system
Technological change
Total Quality Management
Designing changes for other organization

2141) 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.
2142) Which of the following performance component is about addressing poor performance and improving good performance?

Planning
Monitoring page 198
Rewarding
Developing

2143) 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

http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA460&lpg=PA460&dq=Individual+task+outcomes&source=bl&ots=0lwVDExzul&sig=j-3JStL0et7CLtT0T1QsLYaaVTQ&hl=en&ei=F4o9TK7lMdGGkAWG69ikDA&sa=X&oi=book_result&ct=result&resnum=7&ved=0CDQQ6AEwBg#v=onepage&q=Individual%20task%20outcomes&f=false

2144) Mr. Ahmed is responsible to transmit information to outsiders on organization’s plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator
Spokesperson page 9
Representative
Figurehead

2145) Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:

Deviant Workplace Behavior page 42

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→ vuZs.net
2146) Which of the following is NOT one of the six universal emotions, as agreed upon by most contemporary researchers?

Anger
Fear

Hate page 39
Sadness

2147) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

Situation
Perceiver
Reality
Target

2148) When people tend to use intuitive decision making?

- When a high level of uncertainty exists
- When facts and figures are available
- When programmed decisions are made
- When there is no time constraint

2149) Which of the following terms involves making decisions so as to provide the greatest good for the greatest number?

Utilitarianism
Justice
Rights
Satisfying

Ref: Utilitarian criterion—decisions are made solely on the basis of their outcomes or consequences. The goal of utilitarianism is to provide the greatest good for the greatest number. This view tends to dominate business decision making.

2150) According to attribution theory, which of the following is an example of externally caused behavior?

An employee is late because of a flat tire.
An employee was promoted because of his abilities
An employee was fired because he slept on the job.
An employee was promoted because he was hard working.

2151) What are the three key elements of motivation?

Interest, activity and reward
Awareness, effort and outcome
Stimulation, progress and achievement
Intensity, direction and persistence page 59

Key Elements of Motivation
- Intensity
- Direction
- Persistence

2152) Maslow’s hierarchy of needs arranges those needs in which of the following orders?

Physiological, esteem, safety, social, and self-actualization
Physiological, safety, social, esteem, and self-actualization page 60
Safety, physiological, esteem, social, and self-actualization
Physiological, social, safety, esteem, and self-actualization

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2153) Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer’s needs?

Existence
Safety
Growth
Physiological

2154) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers
Older employees have lower rates of unavoidable absence than younger workers
Older employees are more likely to quit their job than younger workers
Older employees are perceived to be more flexible than younger workers

2155) Which of the following has Not been shown to be a benefit of flextime?

Reduced absenteeism
Improved productivity
Decreased satisfaction
Improved promptness

2156) Which of the following statements is true?

All command groups are also task groups
All task groups are also friendship groups
All command groups are also informal groups
All informal groups are also command groups

2157) Which of the following is NOT one of the key components of effective teams?

Effective work design

http://groups.google.com/group/vuzs

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Recognized company identity
Supportive contextual influences
Well-managed team processes

2158) What is generally the result of groupthink?
   Higher quality decisions
   More risky decisions
   **Less critical analysis**
   Unpopular decisions

2159) Which of the following is likely to generate the *least* innovative alternatives?
   - Face-to-face interacting groups
   - Brainstorming
   - Delphi technique
   - Nominal group technique

2160) Which group decision-making technique seems most reasonable for the management of a multinational company whose offices are located in China, India, Australia and England?
   - Brainstorming session
   - Nominal group technique
   - **Electronic meeting**
   - Postal service interaction

2161) Messages conveyed through body movements and facial expressions are called:
2162) Which of the following is the most effective communication network for facilitating the emergence of a leader?

- Chain
- All-channel
- Wheel
- Direct

Ref: Page no.100

2163) The relatively stable set of psychological attributes that distinguishes one person from another is called ________.

- Attitude
- Personality
- Perception
- Mind-set

2164) Which of the following managerial roles might include reading trade magazines to learn more about competitors?
Disseminator
Leader
Monitor
Spokesperson

2165) A manager performing the role of disseminator is most likely to do which of the following activity?

Speak in a Chamber of Commerce's meeting
Hire a new Human Resource Manager for the company
Inform subordinates about newly founded competitors
Develop a new strategic five-year plan for the company

2166) Which of the following variables adversely affects organization's performance?

Organizational citizenship
Productivity
Turnover
Job satisfaction

2167) The suspension of a construction employee for one day without pay for not wearing hard hat when instructed strictly, is an example of which of the following method of shaping behavior?

Negative reinforcement
Punishment
Extinction
Positive reinforcement

2168) Which of the following is the set of characteristics that underlines a relatively stable pattern of behavior?

Emotions
Moods
Values
Personality

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⇒ vuZs.net
The extent to which personality attributes are inherited from our parents or shaped by our environment is called which of the following factors?

Individual differences
Psychological contributions
**Nature versus nurture**
Psychological contract

Ref: http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA61&lpg=PA61&dq=The+extent+to+which+personality+attributes+are+inherited+from+our+parents+or+shaped+by+our+environment+is+called&source=bl&ots=TPoW9n0leW&sig=eGurCOg44Xe3Oor-0PySxQhS0AQ&hl=en&ei=aCULTMWsBtC04QbC7bR2&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=The%20extent%20to%20which%20personality%20attributes%20are%20inherited%20from%20our%20parents%20or%20shaped%20by%20our%20environment%20is%20called&f=false

People with which of the following decision making style work well with others and enjoy social interactions?

Behavioral
Directive
Analytical
Conceptual

Which of the following statement is TRUE regarding trait theories?

Fit traits to various situations
Emphasize the situation in classifying approaches to leadership
**Suggest leaders are born and not made**
Focus on leaders physical attributes, personality, and abilities
2172) Which of the following determines requirements of organization conversion process?

- Machinery, computers and human skills
- Raw material and capital
- Finished products and services
- HR and information system

2173) Which of the following can be considered a method of social learning?

- Classroom
- Workshop
- TV commercial
- Work Manual

2174) 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

2175) Mr. Afaq is working in a sales department of Star Corporation. He gave a personal report to the general manager. In his report he pointed out that the sales staff are not performing their due responsibilities. Afaq’s attitude is showing which of the following component?
Cognitive
Affective
Behavioral
None of the given option

2176) Which level of Maslow’s hierarchy of needs deals with satisfying one’s food, shelter and cloth?

- **Physiological**
- Social
- Esteem
- Safety

2177) A group which is raising funds from public for a medical research on a disease that can affect the population can be called as:

- Command group
- Formal group
- Task group
- **Interest group**

2178) Which of the following statements best describes the goals of Organizational Behavior?

- To understand the behaviors of people at work
- To appreciate the behavior of people at work
- To align behaviors according to the organizational goals
- **To describe, understand, predict, and control human behavior at work**

To describe, understand, predict, and control human behavior at work

http://books.google.com.pk/books?id=KMiYp2jAgbwC&pg=PA4&lpg=PA4&dq=To+describe+understand,+predict,+and+control+human+behavior+at+work&source=bl&ots=fun4fVClm&sig=X6EKO1y6aN_Yi_Sx4uiXhG0530&hl=en&ei=9dw-TMHhHYy4ccLpwNQE&sa=X&oi=book_result&ct=result&resnum=6&ved=0CCUQ6AEwBQ#v=onepage&q=To%20describe%2C%20understand%2C%20predict%2C%20and%20control%20human%20behavior%20at%20work&f=false
2179) Which one of the following is not considered as a part of organizational output?
- Finished goods
- Services
- Dividends
- Capital

2180) Advertisements are directed at changing a person's:
- Attitude
- Value
- Ethics
- Custom

2181) Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?
- Moods
- Behaviors
- Values
- Customs

**Importance of Values**
1. Values lay the foundation for the understanding of attitudes and motivation because they influence our perceptions.

2182) The extent to which a society encourages people to be tough, confrontational, and competitive versus modest and tender is called:
- Assertiveness
- Future orientation
- Gender differentiation
- Power distance

2183) If you believe that outside forces are largely responsible for your fate, you are the person having:
- External Locus of control
- Personal Locus of control
- Internal Locus of control
- Core locus of control

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2184) Why is decision making a perceptual issue?

Decision making is generally by consensus. Decision making occurs as a reaction to a problem. There may be more than one way to solve a problem. For a decision, a problem must be perceived to exist.

http://webcache.googleusercontent.com/search?q=cache:AMm7Pg2AhoEJ:web.ed.ntnu.edu.tw/~minfei/OBch5.doc+decision+making+is+a+perceptual+issue+Decision+making+occurs+as+a+reaction+to+a+problem&cd=3&hl=en&ct=clnk&gl=pk

2185) Which of the following statement is true regarding "intuitive decision making"?

A logical process
An unconscious process
A satisficing process
An effective process

2186) Which applicants are usually considered "best" by interviewers?

Those with the best qualifications
Those who lack any unfavorable characteristics
Those who are verbally adept
Those whose interview lasts the longest

2187) 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

2188) A theory Y manager would assume that employees would _____________.

Dislike work
Need to be controlled
Attempt to avoid work
Exercise self direction

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2189) What would be the predicted result of overpaying a piece-rate worker, according to equity theory?

Quality will increase
Quantity will increase
Quality will decrease
There will be no effect

2190) Which of the following is an example of a piece-rate plan?

Stock options
Rs20 for each unit produced
Productivity bonus
Commission

2191) Which of the following helps to explain the current popularity of teams?

Easy to manage
Less expensive
Use employee talents better
Promote socialization

2192) 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

2193) Which of the following teams are made up of employees from about the same hierarchical level?

Problem-solving
Self-managed
Cross-functional
Virtual
2194) Which of the following is likely to generate the least innovative alternatives?

- **Face-to-face interacting groups**
- Brainstorming
- Delphi technique
- Nominal group technique

2195) When manager marketing is communicating with the manager production, it is called:

- Upward communication
- Downward communication
- **Lateral communication**
- Vertical communication

2196) Which of the following is NOT a barrier to effective communication?

- Filtering
- **Silence**
- Language
- Selective perception

Barriers to effective communication include filtering, selective perception, information overload, emotions, and language.

2197) Receivers in communication see and hear based on their needs, motivations, experience, background, and other personal characteristics. This is called:

- Filtering
- Defensiveness
- **Selective perception**
- Selective selection

2198) Messages conveyed through body movements and facial expressions are called:

- **Non-verbals**
- Physical characteristics

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Productivity, job satisfaction and turnover are _______.

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

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

In the following steps of rational decision making, which would come first?

http://www.decision-making-confidence.com/rational-decision-making-models.html

The Six-Step Rational Decision-Making Model

1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives

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5. Rate each alternative on each criterion
6. Compute the optimal decision

2203) Which of the following is an advantage of oral communication?
- Permanent record of oral communication
- Accurate when passing through many people
- Chance for timely feedback
- More likely to be well thought out

2204) The oil company search for oil, refines and converts it into petrol and petroleum products. This statement shows which of the following component of an organization?
- People
- Technology
- Task
- Structure

2205) CEO of a computer manufacturing organization rewards his employees with computers, vacations or bonuses for meeting personal or organizational goal. He is practicing which of the following method of shaping behavior?
- Positive reinforcement
- Negative reinforcement
- Punishment
- Extinction

2206) Which of the following is a common way for companies to encourage employees to behave ethically?
- Set examples of employees who behave unethically by terminating them
- Prosecute unethical employees
- Issue a code of ethics/conduct and train employees in the ethics of conducting business
- Administer annual ethics tests to employees

2207) Job satisfaction and employee performance are positively related when:
- Pay is linked with attendance
- Non-participative techniques are used

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→ vuZs.net
Rewards are valued by employees
Employee turnover is high

Suppose you are a member of quality improvement team. Every member in your team gives usual suggestions regarding process improvements. But one of your team member suggests an innovative and totally new idea that is acknowledged by everyone. His idea is noticed because of which of the following external stimulus?

Contrast
Motion
Novelty
Intensity

Mr. Shahzad has been performing successfully at work for several months. He believes that he will get a pay raise if he maintains this high level of performance. This belief is an example of which of the following according to expectancy theory?

Effort-performance
Performance-benefit
Performance-outcome
Performance-valence

Which of the following determines requirements of organization conversion process?

Machinery, computers and human skills
Raw material and capital
Finished products and services
HR and information system

Which of the following can be considered a method of social learning?

Classroom
Workshop
TV commercial
Work Manual

http://www.slideshare.net/wcfujita/observational-social-learning-theory

http://groups.google.com/group/vuzs

⇒ vuZs.net
2212) If personality characteristics were completely dictated by ______, they would be fixed at birth and no amount of experience could alter them.
Select correct option:
Job satisfaction
Heredity
Environment
Situations

2213) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?
Social Interaction
Commitment
Charisma
Leadership Skills


2214) Which of the following leadership model integrates the expectancy theory of motivation with the Ohio State leadership research?
Select correct option:
Path-goal
Contingency
Leader-participation
Leader-member exchange

Ref : Path-Goal Theory
• One of the most respected approaches to leadership is the path-goal theory developed by Robert House.
• It is a contingency model of leadership which extracts key elements from the Ohio State leadership research on initiating structure and consideration and the expectancy theory of motivation

2215) Which of the following statements about the determinants of personality is true?

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Personality appears to be a result of external factors
Personality appears to be a result of mainly hereditary factors
Personality appears to be a result of mainly environmental factors

**Personality appears to be a result of both hereditary and environmental factors**

Ref: Personality refers to a relatively stable set of feelings and behaviors that have been significantly formed by genetic and environmental factors

2216) Alia has just presented her paper and has done a really good job. Why should you not want to present your own paper directly after she does?

To avoid the contrast effect
To avoid the stereotyping effect
To avoid the halo effect
To avoid the projection effect

Ref: Contrast Effects
– Evaluations of a person’s characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics

2217) Which of the following types of teams would most likely be assembled to improve the efficiency of a company’s production process?

- Cross-functional
- Problem-solving
- Self-managed
- Virtual

dassociates.com/students/SAMPLEQsforEXAM2.doc+teams+would+most+likely+be+as
ssembled+to+improve+the+efficiency+of+a+company’s+production+process&cd=1&hl=en&ct=clnk&gl=pk

2218) Why most organizations develop multiple suppliers rather than give their business to only one?

To increase knowledge and information
To develop interdependence
To reduce dependency
To maximize power

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Dependency, then, is inversely proportional to the alternative sources of supply.
a. This is why most organizations develop multiple suppliers rather using just one

2219) Which of the following is LEAST likely to create dependency?

Importance
Non substitutability
Power legitimacy
Supply and demand

2220) Group behavior, power, and conflict are central areas of study for

Sociologists
Anthropologists
Social psychologists
Operations analysts

Sociology:
- Group dynamics
- Work teams
- Communication
- Power
- Conflict
- Inter-group behavior

2221) Which of the following answer choices is the best definition of attitude?

Attitudes are the yardstick by which one measures one’s actions

Attitudes are the emotional part of an evaluation of some person, object or event

Attitudes are evaluative statements of what one believes about something or someone

Attitudes are a measure of how the worth of an object, person or event is evaluated

http://books.google.com.pk/books?id=YqOEtC9J5n4C&pg=PT91&lpg=PT91&dq=Attitude s+are+evaluative+statements+of+what+one+believes+about+something+or+someone&source=bl&ots=JFevD0u0G &sig=kNYH1gSIKe9k6sSOu3EOdgWw50c&hl=en&ei=8jM-TjvhHM2HcfSf2aIB&sa=X&oi=book_result&ct=result&resnum=9&ved=0CDAQ6AEwCA #v=onepage&q&f=false

http://groups.google.com/group/vuzs

vuZs.net
2222) Which of the following is the expected weakness of group decision making?
Select correct option:
Less complete knowledge
More time will be used to make the decision
Employees will be less accepting of the group decision
The decision will probably be a lower quality decision

Disadvantages
1. Pressure in groups to conform
2. Domination by one forceful member or dominant clique
3. Amount of time required, because group is slower than individual to make a decision

2223) Eden Corp has installed a new email system, but many staff members do not know of its features. Upper management decides to allocate a small portion of the company’s budget to solving this problem. A team that uses rational decision making to arrive at a solution should be aware that this case deviates from the assumptions of the rational decision making model in what way?
There are cost constraints page 53
The problem is not clearly defined
The options available to the team are not known
There are constraints on the options available

2224) 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 trustworthiness modulate the leader’s access to knowledge and cooperation.

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2225) Which of the following statements is true?

Older employees have lower rates of avoidable absence than younger workers.

Older employees have lower rates of unavoidable absence than younger workers.

Older employees are more likely to quit their job than younger workers.

Older employees are perceived to be more flexible than younger workers.

Ref. In general, older employees have lower rates of avoidable absence. However, they have higher rates of unavoidable absence, probably due to their poorer health associated with aging and longer recovery periods when injured.

2226) Your physician has advised you to take a series of medications. You comply because of his ________ power.

Referent
Formal
Expert
Personal

Ref. Expert power Obtaining compliance through one's knowledge or information.

2227) In the modern work world, where higher-level trust has been largely destroyed because of broken promises, it is likely to be replaced with which of the following type of trust?

Reliance-based
Dependence-based
Knowledge-based
Identity-based

2228) The primary change agents in an organization are:

Employees
Managers
Leaders
Stakeholders

http://books.google.com.pk/books?id=-hz3u0oXAWAC&pg=PA138&lpg=PA138&dq=leaders+are+primary+change+agents+in+an+organization&source=bl&ots=xAe_sg8DGb&sig=uufwqzhAxKr7z47sCj5AS_OznaZ0&hl=en&ei=ozc-

http://groups.google.com/group/vuzs

vuZs.net
2229) “Fahad is easy-going at home, but at work he becomes very tense and anxious.”
This statement attributes Fahad’s personality more to which of the following?

- Heredity
- Environment
- Situation
- Locus of control

2230) Which of the following theories was proposed by Douglas McGregor?

- Hierarchy of needs theory
- Theories X and Y
- Two-factor theory
- Expectancy theory

2231) Which of the following term is used to describe broad range of feelings that people experience?

- Mood
- Affect
- Emotion
- Emotional Intelligence

http://www.docstoc.com/docs/6522732/Personality-and-Emotions

2232) One of the shortcuts used to judge others involves evaluating a person based on how he/she compares to other individuals on the same characteristic. What is this shortcut called?

- Selective perception
- The contrast effect
- The halo effect
- Stereotyping
2233) Which of the following answer choices is the best definition of attitude?

Attitudes are the yardstick by which one measures one’s actions
Attitudes are the emotional part of an evaluation of some person, object or event
**Attitudes are evaluative statements of what one believes about something or someone**
Attitudes are a measure of how the worth of an object, person or event is evaluated

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT91&lpg=PT91&dq=Attitudes+are+evaluative+statements+of+what+one+believes+about+something+or+someone&source=bl&ots=JFevD0u0G_&sig=kNYH1gSIKe9kJ6sSOu3EOdgWw50c&hl=en&ei=8jM-TJvhHM2HefSl2alB&sa=X&oi=book_result&ct=result&resnum=9&ved=0CDAQ6AEwCA#v=onepage&q&f=false

2234) Which one of the following would NOT be considered a human skill in Katz’s structure?

- Decision making
- Communicating
- Working as part of a team
- Listening to others

2235) Mr. Zulfiqar, Manager in ABC Company, always assume that employees don't like to work and avoid working whenever possible, So he uses to threaten employees to achieve their goals. Which theory is he applying?

- Theory Z
- Theory Y
- **Theory X**
- Goal Setting Theory

2236) Which one of the following is NOT a component of an organization

- People
2237) What is/are the key element(s) of motivation?

Intensity
Direction
Persistence
All of the given options

2238) Which of the following terminal values was ranked as the most important by executives?

Freedom
Self-respect
Family security
Social security

2239) According to Robert Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess _____________ skills.

Technical
Leadership
Problem-solving
Conceptual

2240) Which of the following is NOT an important issue relating to goal-setting theory?

Goal specificity
Equity among co-workers
Feedback
Defining the goal

2241) An OB study would be least likely to be used to focus on which of the following problems?

- An increase in absenteeism at a certain company
- A fall in productivity in one shift of a manufacturing plant
- **A decrease in sales due to growing foreign competition**
- Excessive turnover in volunteer workers at a non-profit organization

2242) Which of the following is NOT one of the most common types of teams?

- Problem-solving
- **Interdepartmental**
- Self-managed
- Cross functional

2243) Which of the following term is used to define tendency to draw a general impression about an individual on the basis of a single characteristic?

- Contrast Effect
- **Halo effect**
- Self-Serving bias
- Selective Perception

2244) Group behavior, power, and conflict are central areas of study for

- ____________
- **Sociologists**
- Anthropologists

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Social psychologists
Operations analysts

2245) Which of the following is LEAST likely to create dependency?

Importance
Non substitutability
Power legitimacy
Supply and demand

2246) Hadia is an office worker who processes health insurance forms. She has worked at her present job for three years. Initially she was criticized by her supervisor for careless work, but in the months after that improved considerably. Now she consistently processes her forms without errors and above quota. However she has found her supervisor has not responded to the extra effort she puts in, giving her no praise and no financial reward. Hadia will most likely perceive that there is a problem in which of the following relationships?

Rewards-personal goals
Performance-reward
Effort-performance
Rewards-effort

2247) Explaining, measuring and changing behavior of humans or animals are concerned with:

Operational analysts
Scientists
Psychologists
Sociologists

2248) Ahmed is responsible to transmit information to outsiders on organization’s plans, policies, actions and results. Which managerial role is he playing in organization?

[http://groups.google.com/group/vuzs](http://groups.google.com/group/vuzs)
2249) The process of forming impression (through combining, integrating and interpreting information) of someone on the basis of previous attitude of ours, stimulus and current mood is called__________________.

Select correct option:
Selective Perception
Mood
Behavior
Social Perception

2250) Your company’s director of human resources suggests that the problem with the recruitment process is not the interviewers, but rather the fact that the interviewers lack a clear understanding of the traits and skills required for each position. Which type of team would be most likely to assemble to compile a list of the required skills?

Select correct option:
Virtual team
Self-managed team
Task force
Problem-solving team

2251) The managers of a multinational company are located in Taiwan, India, Brazil, and the United States. Which group decision-making technique seems most reasonable for this organization?

A postal service interaction
A brainstorming session
A nominal group
An electronic meeting
2252) Psychology’s major contributions to the field of organizational behavior have been primarily at what level of analysis?

The level of the group

The level of the individual

The level of the organization

The level of the culture

2253) What is the term used for a general impression about an individual based on a single characteristic such as intelligence, sociability, or appearance?

The contrast effect

Personal bias

The halo effect

Projection

2254) If a person responds the same way over time, attribution theory states that the behavior shows:

Distinctiveness

Consensus

Consistency

Continuity

2255) Using operant conditioning, which of the following is NOT a method that can be used to change behavior?

Negative reinforcement

Punishment

Counseling

Positive reinforcement

2256) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?

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2257) Which one of the following would be considered a motivator in the two-factor theory?

Salary
Bonuses
Working conditions

2258) The study which enables us to learn about human beings, their activities and societies is known as

Political Science
Sociology
Anthropology
Organizational Behavior

2259) Mr. Muneeb is responsible for corrective actions when his organization faces important and unexpected disturbance. What management role is he playing?

Negotiator
Disturbance handler
Resource Allocator
Dissemenator

2260) Rizwan is low on conscientiousness. This would lead you to suspect that which of the following statements is most likely to be true about Rizwan?

http://groups.google.com/group/vuzs
He will be easily distracted
He will find comfort in the familiar
He will be comfortable with solitude
He will be nervous, depressed, and insecure

2261) Miss Manaal, HR Executive of XYZ company, rejected all those candidates who graduated from ABC University. It is an example of:

Projection
Selective Perception
**Stereotyping**
Halo effect

2262) ________ focuses on the study of people in relation to their social environment.
Psychology
Sociology
Corporate strategy
Political science

2263) Which of the following is the expected weakness of group decision making?

Less complete knowledge
**More time will be used to make the decision**
Employees will be less accepting of the group decision
The decision will probably be a lower quality decision

2264) Maria is dissatisfied with the way that her manager treats her. She has quit her job and found a new position with another firm. She has expressed her dissatisfaction through

Select correct option:
Exit

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vuZs.net
2265) Which one of the following is NOT a component of an organization
People
Place
Structure
Task

2266) _______________ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.
Select correct option:
Formal organization
Informal organization
Business organization
Government organization

2267) A high score in which dimension of the Big Five model predicts good job performance for all occupational groups?
Select correct option:
Agreeableness
Conscientiousness
Emotional stability
Openness to experience

2268) Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

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Select correct option:

People are more conscientious when they are in a good mood
People are more efficient when they are in a good mood
People are more productive when they are in a good mood
People are more creative when they are in a good mood

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww-TMj3MiuqcGaual8&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false

2269) Ability to understand what is read or heard and the relationship of words to each other is called __________

Select correct option:
Verbal comprehension
Non verbal comprehension
Perceptual speed
Memory

2270) Which of the following is an environmental force that shapes personality?

Select correct option:
Gender
Height
Brain size
Experience

2271) Which of the following is the expected weakness of group decision making?

Select correct option:
Less complete knowledge
More time will be used to make the decision
Employees will be less accepting of the group decision
The decision will probably be a lower quality decision
2272) A national culture characteristic describing the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them is called ________________

Select correct option:
- Short Term Orientation
- Long Term Orientation
- Uncertainty Avoidance
- Performance Orientation

2273) In attribution theory, what is distinctiveness?

Select correct option:
- Whether an individual displays consistent behaviors in different situations
- Whether an individual displays different behaviors in different situations
- Whether an individual displays consistent behaviors in similar situations
- Whether an individual displays different behaviors in similar situations

2274) Which of the following is NOT an important issue relating to goal-setting theory?

Select correct option:
- Goal specificity
- Equity among co-workers
- Feedback
- Defining the goal

2275) Individuals with a high need to achieve prefer all of the following EXCEPT:

Select correct option:

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→ vuZs.net
Job situations with personal responsibility

A high degree of risk
Overcoming obstacles
Personal empowerment

2276) Eden Corp has installed a new email system, but many staff members do not know of its features. Upper management decides to allocate a small portion of the company’s budget to solving this problem. A team that uses rational decision making to arrive at a solution should be aware that this case deviates from the assumptions of the rational decision making model in what way?

Select correct option:

- There are cost constraints page 53
- The problem is not clearly defined
- The options available to the team are not known
- There are constraints on the options available

2277) What trait does a decision maker need to have if they are to fully appraise a problem and even see problems that others are not aware of?

Select correct option:

- Creativity
- Conceptual style
- Intuition
- Individuality

2278) Mr. Muneeb is responsible for corrective actions when his organization faces important and unexpected problems. He needs to be able to communicate effectively with all levels of the organization. Select correct option:

Select correct option:

- Social Interaction
- Commitment
- Charisma
- Leadership Skills


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2279) Which one of the following group types is organizationally determined?
Select correct option:
- Task
- Work
- Authority
- Social

2280) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence is:
Select correct option:
- Organizational
- Intuitive
- Theoretical
- Systematic

2281) In East, people like to work in groups and teams to achieve goals. It can be termed as which of the following?
Select correct option:
- Collectivism
- Individualism
- Power Distance
- Quantity of Life

2282) Protecting the interests of deprived and less powerful is known as__________
Select correct option:
- Obligation
- Right
- Justice
- Duty

2283) India, Brazil, and the United States. Which group decision-making technique seems most reasonable?
Select correct option:
- A postal service interaction
- A brainstorming session
- A nominal group

http://groups.google.com/group/vuzs
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2284) What term is used for intense feelings that are directed at someone or something?
Select correct option:
Affect
Cognition
Thoughts
Emotions

http://books.google.com.pk/books?id=9-jcsiS8R5oC&pg=PA193&lpg=PA193&dq=intense+feelings+that+are+directed+at+someone+or+something&source=bl&ots=ene%20or%20something&f=false

2285) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?
Select correct option:
Social Interaction
Commitment
Charisma
Leadership Skills


2286) What term is used for the extent to which an individual displays different behaviors in different situations?
Select correct option:
Continuity
Integrity
Stability
Distinctiveness

2287) “Fahad is easy-going at home, but at work he becomes very tense and anxious.” This statement attributes his behaviors to:
Select correct option:
Heredity
Environment
Situation
Locus of control

2288) Achievements, Honesty, Fairness and Concern for other are related with ___________ Values
Select correct option:

Personal
Work
**Instrumental**
Terminal

2289) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used?
Select correct option:

The halo effect
The contrast effect
Projection
**Stereotyping**

2290) What does MBO provide for the individual employee?
Select correct option:

**Specific performance objectives Page 71**
Precise job descriptions
Clear direction and purpose
Higher salaries

MBO’s appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

2291) Which one of the following is NOT implied in the definition of power?
Select correct option:

Influence

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When we rank an individual’s values in order of their __________, we obtain the person’s value system.

Select correct option:

- Intensity
- Content
- Context
- Social needs

Which of the following would be least likely to pose a barrier to cross-cultural communications?

Select correct option:

- Tone difference
- Word connotations
- Political correctness
- Differences among perceptions

If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behavior shows _____.

Select correct option:

- Consensus
Which of the following is true of people with a Type A personality?
Select correct option:

- They are generally content with their place in the world
- They generally feel little need to discuss their achievements
- They are easy going and relaxed that’s why take no tension of work
- **They have an intense desire to achieve and are extremely competitive**

Characteristics such as age, gender and marital status are known as

Select correct option:

- Psychographic characteristics
- **Biographical characteristics**
- Geographical characteristics
- Behavioral characteristics

The highest level of trust is exhibited in which of the following type of trust?
Select correct option:

- Reward-based
- Deterrence-based
- Knowledge-based
- **Identification-based**

**Ref**: highest level of trust is achieved when there is an emotional connection between the parties. This is called identification-based trust

Today’s managers understand that the success of any effort at improving quality and productivity must include ____.
Select correct option:

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Quality management programs
Customer service improvements
Employee’s participation
Manufacturing simplification

2299) Which of the following network structure requires high emergence of leadership?

Select correct option:

Wheel
Chain
All-channel
Diverse

2300) Which of the following statement is TRUE about Type B individuals?

Select correct option:

They are extremely competitive.
They have a sense of urgency, impatient and hostile.
They are fast workers and prefer quantity over quality
They are more relax and easy going.

2301) Which one of the following words is the best synonym for “ability”, as the term is used in organizational behavior?

Select correct option:

Motivation
Capacity
Experience
Wisdom

2302) Who proposed that intentions to work toward a goal are a major source of work motivation?

Select correct option:

Abraham Maslow
Jake Herzberg
Stephen McClelland
Edwin Locke

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What trait does a decision maker need to have if they are to fully appraise a problem and even see problems that others are not aware of?
Select correct option:

- Creativity
- Conceptual style
- Intuition
- Individuality

Management functions of planning, organizing, leading and controlling were first classified by:
Select correct option:
- Stephen Covey
- Henry Mintzeberg
- Henri Fayol
- Mary Parker

Reference:
Frenchman Henri Fayol considers management to consist of seven functions:

1. Planning
2. Organizing
3. Leading
4. Coordinating
5. Controlling
6. Staffing
7. Motivating

Alia has just presented her paper and has done a really good job. Why should you not want to present your own paper directly after she does?
Select correct option:

- To avoid the stereotyping effect
To avoid the halo effect
To avoid the contrast effect
To avoid the projection effect

2305) The organizations offer employee stock ownership programs to gain which of the following benefit?
Select correct option:

- Increasing employee satisfaction
- Reducing salaries
- Reducing stress
- Increasing productivity

2306) Which of the following is NOT a key component of emotional intelligence?
Select correct option:

- Self-awareness
- Self-management
- Commitment page 41
- Empathy

2307) _______________ creates problem for employees when their job requires to display emotions incompatible with their actual feelings.
Select correct option:

- Depression
- Emotional Labor
- Stress
- Anxiety

2308) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?
Select correct option:

- Social Interaction
- Commitment
- Charisma
- Leadership Skills

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2309) Asma has composed a list of concerns along with her suggestions for improving conditions. Asma is dealing with her dissatisfaction through ___.
Select correct option:
Exit
Voice
Loyalty
Neglect

2310) 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?
Select correct option:
Memory
Number Aptitude
Deductive Reasoning
Perceptual speed

2311) Which of the following is not one of the four primary management functions?
Select correct option:
Planning
Staffing
Organizing
Leading

2312) As a manager, one of Ali’s duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Ali performing, when he does this?
Select correct option:
Leadership role
Monitor role
Figurehead role
Spokesperson role

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2313) Maslow's Need theory was widely recognized by practicing managers during:
Select correct option:
1950s and 1960s
1960s and 1970s
1970s and 1980s
1980s and 1990s

2314) When your superior offers you a raise if you will perform additional work beyond
the requirements of your job, he/she is exercising which of the following power?
Select correct option:
Legitimate
Coercive
Reward
Personal

2315) Which of the following factors make it imperative that organizations be fast and
flexible?
Select correct option:
Temporariness
Corporate excess
Advances in corporate strategy
Globalization

2316) The process of forming impression (through combining, integrating and
interpreting information) of someone on the basis of previous attitude of ours, stimulus
and current mood is called______________.
Select correct option:
Selective Perception
Mood
Behavior
Social Perception

2317) Which of the following network structure requires high emergence of leadership?
Select correct option:
Wheel
Chain
All-channel
Diverse

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2318) A national culture characteristic describing the extent to which a society feels threatened by uncertain and ambiguous situation and tries to avoid them is called ________________
Select correct option:
Short Term Orientation
Long Term Orientation
Uncertainty Avoidance
Performance Orientation

2319) Which of the following statements is true?
Select correct option:
Older employees have lower rates of avoidable absence than younger workers
Older employees have lower rates of unavoidable absence than younger workers
Older employees are more likely to quit their job than younger workers
Older employees are perceived to be more flexible than younger workers

2320) What do we call it when we judge someone on the basis of our perception of the group to which he/she belongs?
Select correct option:
Stereotyping
Categorizing
Halo effect
Prototyping

2321) According to the goal-setting theory of motivation, highest performance is reached when goals are set to which level?
Select correct option:
Impossible but inspirational
Difficult but attainable
Only marginally challenging
Easy and attainable

2322) Suspending an employee for dishonest behavior is an example of which method of shaping behavior?
Select correct option:
Extinction
Negative reinforcement
Punishment
Positive reinforcement

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2323) The more consistent a behavior, the more the observer is inclined to ___.
Select correct option:
- Attribute it to interpretation
- **Attribute it to internal causes**
- Attribute it to consensus
- Attribute it to external causes

2324) Rater Errors comprised of the following EXCEPT:
Select correct option:
- Central Tendency
- Leniency
- Mis-perception
- **Harshness**

2325) The degree, to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is _______.
Select correct option:
- Job satisfaction
- **Job involvement**
- Job stability
- Job enrichment

2326) Job satisfaction is best described as _________.
Select correct option:
- A result
- A value
- **An attitude**
- A discipline

2327) Which of the following statement is TRUE about Type B individuals?
Select correct option:
- They are extremely competitive.
- They have a sense of urgency, impatient and hostile.
- They are fast workers and prefer quantity over quality
- **They are more relax and easy going.**

2328) Asma has composed a list of concerns along with her suggestions for improving conditions. Asma is dealing with her dissatisfaction through ___.
Select correct option:
- Exit
- **Voice**

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2329) In East, people like to work in groups and teams to achieve goals. It can be termed as which of the following cross cultural values:
Select correct option:
- Collectivism
- Individualism
- Power Distance
- Quantity of Life

2330) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of __________study.
Select correct option:
- Organizational
- Intuitive
- Theoretical
- Systematic

2331) Which one of the following group types is organizationally determined?
Select correct option:
- Task
- Work
- Authority
- Social

2332) Mr. Muneeb is responsible for corrective actions when his organization faces important and unexpected disturbance. What management role is he playing?
Select correct option:
- Negotiator
- Disturbance handler
- Resource Allocator
- Dissemenator

2333) Protecting the interests of deprived and less powerful is known as__________
Select correct option:
- Obligation
- Right
- Justice
- Duty

2334) The managers of a multinational company are located in Taiwan, India, Brazil, and the United States. Which group decision-making technique seems most reasonable
for this organization?
Select correct option:
A postal service interaction
A brainstorming session
A nominal group
An electronic meeting

2335) What term is used for intense feelings that are directed at someone or something?
Select correct option:
Affect
Cognition
Thoughts
Emotions

2336) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?
Select correct option:
Social Interaction
Commitment
Charisma
Leadership Skills

2337) Explaining, measuring and changing behavior of humans or animals are concerned with:
Select correct option:
Operational analysts
Scientists
Psychologists
Sociologists

2338) Which of the following is NOT consistent with rational decision-making?
Select correct option:
Consistency
Value-maximizing
2339) Studies indicate that which of the following tends to decrease with increased tenure?
Select correct option:

- Job satisfaction
- Productivity
- **Absenteeism**
- Raises and promotion

2340) In the modern work world, where higher-level trust has been largely destroyed because of broken promises, it is likely to be replaced with which of the following type of trust?
Select correct option:

- Reliance-based
- Dependence-based
- **Knowledge-based**
- Identity-based

2341) The belief that “violence is wrong” is an evaluative statement. Such an opinion constitutes which of the following component of an attitude?
Select correct option:

- **Cognitive**
- Affective
- Behavioral
- Reflective

2342) An organization has started sending its people to training to help them develop more effective leadership styles. The organization is actually in supporting which of the following?
Select correct option:

- Trait theories
- **Behavioral theories**
- Fiedler’s contingency model
- The reflection effect

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2343) Which one of the following is NOT included in the 4-Ps of Continuous Improvement:
Select correct option:

Product
Place
People
Processes

2344) Mr. Adnan is an effective and good manager because he has the ability to handle emotions of employees. Which element of Emotional intelligence is Mr. Adnan equipped with?
Select correct option:

Social Skill
Empathy
Self Motivation
Self Management

2345) A national culture characteristic describing the extend to which a society feels threatened by uncertain and ambiguous situation and tries to avoid them is called _________
Select correct option:

Short Term Orientation
Long Term Orientation
Uncertainty Avoidance
Performance Orientation

2346) In the communication process, which of the following steps occurs first?
Select correct option:

Transmitting
Decoding
Encoding
Understanding

2347) Transactional leadership is addressed by all of the following leadership theories EXCEPT:

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Select correct option:

- **Transformational leadership theory**
- Path-goal theory
- Fiedler's leadership model
- The leader-participation model

2348) Which of the following is NOT a step involved in rational decision making model

Select correct option:

- Selecting the best alternative
- Evaluating the alternatives
- Evaluating the Problem
- Defining the problem

2349) Organizational part having legitimacy and official recognition is called

Select correct option:

- Non Governmental Organization
- Formal Organization
- International Organization
- Informal Organization

2350) Emotional intelligence appears to be especially relevant in jobs that demand which of the following?

Select correct option:

- Social Interaction
- Commitment
- Charisma
- Leadership Skills


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2351) Which of the following type of leader is likely to have the most profound effect on his or her followers?
Select correct option:

- Educational
- Directive
- Transformational
- Transactional

http://www.zainbooks.com/books/management/leadership-and-team-management_11_transactional-
charismatic-and-transformational-leadership.html

2352) A person or group with a direct interest, involvement, or investment in organization is called ________
Shareholder
- Stakeholder
- Stockholder
- Patron

2353) Which of the following is NOT one of the six universal emotions, as agreed upon by most contemporary researchers?
Anger
Fear
- Hate page 39
Sadness

2354) Which of the following is an environmental force that shapes personality?
Select correct option:
- Gender
- Height
- Brain size
- Experience

2355) Which of the following is NOT an important issue relating to goal-setting theory?
Select correct option:
- Goal specificity
- Equity among co-workers
- Feedback
- Defining the goal

2356) Rater Errors comprised of the following EXCEPT:
Select correct option:

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Central Tendency
Leniency
Mis-perception
Harshness

2357) The highest level of trust is exhibited in which of the following type of trust?
Select correct option:
Reward-based
Deterrence-based
Knowledge-based
Identification-based

Ref: highest level of trust is achieved when there is an emotional connection between the parties. This is called identification-based trust

2358) Which of the following theories was proposed by Douglas McGregor?
Select correct option:
Hierarchy of needs theory
Theories X and Y
Two-factor theory
Expectancy theory

2359) Which of the following is one of the relationships proposed in expectancy theory?
Select correct option:
Reward-satisfaction relationship
Satisfaction-performance relationship
Rewards-personal goals relationship
Effort-satisfaction relationship

2360) Which of the following is ‘NOT’ one of the most common reasons people join groups?
Select correct option:
Security
Status
Equity
Power

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2361) Ali migrated from Pakistan to a foreign country. He is disoriented by the country’s customs and has difficulty in adapting it. He also feels homesickness. What is Ali experiencing?
Select correct option:
- 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.

2362) How is the satisfying decision maker best characterized?
Select correct option:
- As using rationality
- As using bounded rationality
- As affected by anchoring bias
- As relying on others to make decisions

2363) What term is used for intense feelings that are directed at someone or something?
Select correct option:
- Affect
- Cognition
- Thoughts
- Emotions

2364) In Maslow's Hierarchy of needs, the individual's sense of belonging and love is classified in which of the following needs?
Select correct option:
- Self-Actualization Needs
- Esteem Needs
2365) ______ creates problem for employees when their job requires to display emotions incompatible with their actual feelings. Select correct option:
- Depression
- Emotional Labor
- Stress
- Anxiety

2366) If personality characteristics were completely dictated by ______, they would be fixed at birth and no amount of experience could alter them. Select correct option:
- Job satisfaction
- Heredity
- Environment
- Situations

2367) The primary change agents in an organization are:
Select correct option:
- Employees
- Managers
- Leaders
- Stakeholders

2368) Asim telephones her employee, Nadeem, to let him know that today’s meeting has been moved to one o’clock. In the communication process, Asim is:
Select correct option:
- The sender
- The receiver
- The channel
- The encoder

2369) Which of the following is not considered as a characteristic of organizations? Select correct option:
- http://groups.google.com/group/vuzs

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Social entities
Goal oriented
Closed system page 12
Deliberately structured
Reference:
Organizations are:
Social entities
Goal oriented
Deliberately structured
Linked to the external environment

2370) creates problem for employees when their job requires to display emotions incompatible with their actual feelings.
Select correct option:
- Depression
- Emotional Labor
- Stress
- Anxiety

2371) The process of forming impression (through combining, integrating and interpreting information) of someone on the basis of previous attitude of ours, stimulus and current mood is called ____________.
Select correct option:
- Selective Perception
- Mood
- Behavior
- Social Perception

2372) Which of the following is NOT a key component of emotional intelligence?
Select correct option:
- Self-awareness
- Self-management
2373) In attribution theory, what is distinctiveness?
Select correct option:

Whether an individual displays consistent behaviors in different situations
Whether an individual displays different behaviors in different situations
Whether an individual displays consistent behaviors in similar situations
Whether an individual displays different behaviors in similar situations

2374) Which of the following is LEAST likely to create dependency?
Select correct option:

Importance
Non substitutability
Power legitimacy
Supply and demand

2375) According to Robert Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess ________ skills.
Select correct option:

Technical
Leadership
Problem-solving
Conceptual

2376) How is gain-sharing an improvement on profit sharing?
Select correct option:

It focuses on productivity gains rather than profits
Superior employees can receive incentive even when the organization isn’t profitable
It does not distribute profits, only gains in profits
It rewards behaviors that are less influenced by external factors

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2377) Mr. Junaid rated Mr. Jibran high in his job evaluation because both belong to the same area and graduated from the same University. It is an example of:
Select correct option:

Central Tendency
Halo effect
Similar-to-me effect
Misperception

2378) Which of the following leadership behaviors are identified by the path-goal theory?
Select correct option:

Supportive, employee-oriented, laissez-faire and participative
Achievement-oriented, supportive, humanistic, and directive
Participative, achievement-oriented, directive, and supportive
Directive, participative, supportive, and laissez-faire

2379) Mr. Nasir usually achieves high goals and performs well in difficult tasks because he believes in his abilities. It shows which of the following personality characteristic of Mr. Nasir in organization?
Select correct option:

Self Efficacy
Locus of Control
Self Monitoring
Self Esteem

2380) Psychology’s major contributions to the field of organizational behavior have been primarily at what level of analysis?
Select correct option:

The level of the group
The level of the individual

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The level of the organization
The level of the culture

2381) Protecting the interests of deprived and less powerful is known as ________
Select correct option:

Obligation
Right
Justice
Duty

2382) Organizational part having legitimacy and official recognition is called
Select correct option:

Non Governmental Organization
Formal Organization
International Organization
Informal Organization

2383) Mr. Ajmal is considered as one of the most organized and self-disciplined employee of XYZ company. He is exhibiting which of the following dimension of the Big five model of personality?
Select correct option:

Agreeableness
Open to Experience
Conscientiousness
Emotional Stability

2384) The primary change agents in an organization are:
Select correct option:

Employees
Managers
Leaders
Stakeholders
2385) Asma has composed a list of concerns along with her suggestions for improving conditions. Asma is dealing with her dissatisfaction through ___.
Select correct option:

- Exit
- Voice
- Loyalty
- Neglect

2386) How many determinants of human behavior in an organization are studied in Organizational Behavior (OB)?
Select correct option:

- 1
- 2
- 3
- 4

2387) _______ focuses on the study of people in relation to their social environment.
Select correct option:

- Psychology
- Sociology
- Corporate strategy
- Political science

2388) Which of the following is one of the relationships proposed in expectancy theory?
Select correct option:

- Reward-satisfaction relationship
- Satisfaction-performance relationship
- **Rewards-personal goals relationship**
- Effort-satisfaction relationship

http://www.citeman.com/434-expectancy-theory/
Which of the following is the most productive stage in group development?
Select correct option:

Producing
Increasing
Maturity
Performing

Your physician has advised you to take a series of medications. You comply because of his _________ power.
Select correct option:

Referent
Formal
Expert
Personal

Job satisfaction is best described as _________.
Select correct option:

A result
A value
An attitude
A discipline

Workers in Pakistan are entitled to receive pension, medical facilities and gratuity come under:
Select correct option:

Human Rights
Moral Rights
Legal Rights
Personal Rights

Which of the following fields has most helped us understand differences in fundamental values, attitudes, and behavior among people in different countries?
Select correct option:

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Which one of the following would be considered a motivator in the two-factor theory?
Select correct option:

Salary
Bonuses
Working conditions
Responsibility

What is the term used for the situation where employees are allowed to pick and choose from among a menu of benefit options?
Select correct option:

Flexible pay
Benefit menu options
Flexible benefits
Benefit participation

Ref: Flexible benefits schemes enable employers to allow staff to select the benefits that suit them…

Which of the following answer choices is the best definition of attitude?

Attitudes are the yardstick by which one measures one’s actions
Attitudes are the emotional part of an evaluation of some person, object or event
Attitudes are evaluative statements of what one believes about something or someone
Attitudes are a measure of how the worth of an object, person or event is evaluated

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PT91&dq=Attitudes+are+evaluative+statements+of+what+one+believes+about+something+or+someone&hl=en&ei=8jM-
2397) Determining how tasks are to be grouped is part of which management function?

Planning
Leading
Controlling
Organizing

2398) Which one of the following would NOT be considered a human skill in Katz’s structure?

Decision making
Communicating
Working as part of a team
Listening to others

2399) Which of the following is not one of the four primary management functions?

Planning
Staffing
Organizing
Leading
2400) The process of forming impression (through combining, integrating and interpreting information) of someone on the basis of previous attitude of ours, stimulus and current mood is called__________________.

Selective Perception

Mood

**Behavior**

Social Perception

2401) Using operant conditioning, which of the following is NOT a method that can be used to change behavior?

Negative reinforcement

Punishment

**Counseling**

Positive reinforcement

2402) If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behavior shows_____.

Consensus

Similarity

Reliability

Consistency

**Ref:** Consensus occurs if everyone who is faced with a similar situation responds in the same way

2403) Which one of the following is NOT included in the 4-Ps of Continuous Improvement:

Product
The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

The Big Five Model of Personality contains all of the following dimensions EXCEPT:

What does consensus refer to in attribution theory?

There is general agreement about a perception
Different people perceive a situation similarly

Different people respond the same way in the same situation

All people behave precisely the same way in certain situations

2407) What is/are the key element(s) of motivation?

Intensity

Direction

Persistence

All of the given options

2408) Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

People are more conscientious when they are in a good mood
People are more efficient when they are in a good mood
People are more productive when they are in a good mood
People are more creative when they are in a good mood

http://books.google.com.pk/books?id=vtzqtPUPakEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww-TMj3MUqcbGauaIB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false

2409) 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 page 14

http://groups.google.com/group/vuzs

vuZs.net
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.

Sana 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 Sana most likely using?

Prototyping
Contrast effect
Halo effect

2410) Sana 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 Sana most likely using?

Projection page 49

• Projection
  – Attributing one’s own characteristics to other people

2411) All of the following are Decision-making styles EXCEPT:

Analytical
Conceptual
Ethical
Behavioral

2412) Which of the following term is used to define tendency to draw a general impression about an individual on the basis of a single characteristic?

Contrast Effect
Halo effect
Self-Serving bias
Selective Perception

2413) Dissatisfied customers have ____________ effect on employee's job satisfaction.

http://groups.google.com/group/vuzs

vuZs.net
Negative

Positive

Neutral

No

2414) What is the term used for the situation where employees are allowed to pick and choose from among a menu of benefit options?

Flexible pay
Benefit menu options
Flexible benefits
Benefit participation

Ref: Flexible benefits schemes enable employers to allow staff to select the benefits that suit them… http://www.employeefbenefits.co.uk/benefits/flex_bens.html

2415) The most important aspect of power is probably that it:

Involves control
Tends to corrupt people
Is counterproductive

Is a function of dependency
http://books.google.com.pk/books?id=qWVe5zu-5YkC&pg=PT290&q=The+most+important+aspect+of+power+is+probably+that+it+Is+a+function+of+dependency&hl=en&ei=8S4-TMqNNyvQcZPDkalB&sa=X&oi=book_result&ct=result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=The%20most%20important%20aspect%20of%20power%20is%20probably%20that%20it%20Is%20a%20function%20of%20dependency&f=false

2416) Which of the following is NOT a step involved in rational decision making model

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Selecting the best alternative
Evaluating the alternatives

**Evaluating the Problem**

Defining the problem

2417) Mr. Zulfiqar, Manager in ABC Company, always assume that employees don't like to work and avoid working whenever possible, So he uses to threaten employees to achieve their goals. Which theory is he applying?

- Theory Z
- Theory Y
- **Theory X**
- Goal Setting Theory

2418) Which of the following terminal values was ranked as the most important by executives?

- Freedom
- **Self-respect**
- Family security
- Social security

2419) Miss Manaal, HR Executive of XYZ company, rejected all those candidates who graduated from ABC University. It is an example of:
Projection

Selective Perception

**Stereotyping**

Halo effect

2420) When diversity is not managed properly, there is a potential for _____________.

Higher creativity

Communication benefits

Labor cost inequities

**Higher turnover**

2421) Which of the following is one of the relationships proposed in expectancy theory?

Reward-satisfaction relationship

Satisfaction-performance relationship

**Rewards-personal goals relationship**

Effort-satisfaction relationship
2422) Which one of the following is NOT included in the 4-Ps of Continuous Improvement:

Product
Place
People
Processes

2423) Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of ______.

Self-serving bias
Selective perception
Fundamental attribution error
Inconsistency

2424) A management function of a manager in which he/she maintains a network of outside contacts who provides favors and information is:

Select correct option:
Monitor
Leader
Liaison
Entrepreneur

2425) Your physician has advised you to take a series of medications. You comply because of his ________ power.

Select correct option:
Referent
Formal
Expert
Personal

2426) Why most organizations develop multiple suppliers rather than give their business to only one?

Select correct option:
To increase knowledge and information
To develop interdependence
To reduce dependency
To maximize power

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2427) The power that the College Dean has been granted by the University over the faculty is termed as which of the following power?
Select correct option:
Academic
Positional
**Legitimate**
Organizational

2428) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of ______________ study.
Select correct option:
Organizational
Intuitive
Theoretical
**Systematic**

2429) Which of the following is ‘NOT’ one of the most common reasons people join groups?
Select correct option:
Security
Status
**Equity**
Power

2430) What is generally considered to be the single "BEST" thing that managers can do to improve performance?
Select correct option:
Set specific, challenging goals
Allocate tasks depending on personality
**Give abundant opportunities for employee growth**
Concentrate on intrinsic rewards

2431) Which of the following is NOT one of the six universal emotions, as agreed upon by most contemporary researchers?
Select correct option:
Anger
Fear
**Hate page 39**
Sadness
2432) Which of the following is a reason that the study of organizational behavior is useful?
Select correct option:
- Human behavior is not random
- Human behavior is not consistent
- Human behavior is rarely predictable
- Human behavior is often not sensible

2433) Hadia is an office worker who processes health insurance forms. She has worked at her present job for three years. Initially she was criticized by her supervisor for careless work, but in the months after that improved considerably. Now she consistently processes her forms without errors and above quota. However she has found her supervisor has not responded to the extra effort she puts in, giving her no praise and no financial reward. Hadia will most likely perceive that there is a problem in which of the following relationships?
Select correct option:
- Rewards-personal goals
- Performance-reward
- Effort-performance
- Rewards-effort

2434) Which of the following abilities one should have to perform the job of a beach lifeguard?
Select correct option:
- To have strong muscles only
- To have inductive reasoning skills
- To have deductive reasoning skills
- Strong spatial-visualization abilities and body coordination

2435) The degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth is known as __________:
Select correct option:
- Job Satisfaction
- Job Enrichment
- Job Specification
- Job Involvement page 29

2436) What term is used for the extent to which an individual displays different behaviors in different situations?
Select correct option:
- Continuity
- Integrity
- Stability
Distinctiveness

2437) Ahmed believes that men perform better in oral presentations than women. What shortcut has been used in this case?
Select correct option:
The halo effect
The contrast effect
Projection
Stereotyping

2438) All of the following are Decision-making styles EXCEPT:
Select correct option:
Analytical
Conceptual
Ethical
Behavioral

2439) 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

2440) Jobs in which success demands stamina, leg strength and manual dexterity require management to identify an employee’s which characteristics?
Physical abilities page 21
Motor abilities
Mental abilities
Emotional abilities

2441) Which of the following communication network is best illustrated by an unstructured committee?
Vertical
Wheel
All-channel page 100
Chain

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2442) When all communication is channeled through one person, which of the following communication network exists?

- All-channel
- Chain
- Horizontal
- **Wheel**

2443) Formal guidelines and authority hierarchies are examples of which function of communication?

- **Control**
- Agreement
- Motivation
- Information

2444) Which of the following is an example of downward communication flow?

- Suggestion boxes
- Discussing problem with boss
- **Feedback on job performance**
- Letters to your boss

2445) The means by which a communication is passed is called:

- **Medium**
- Instrument
- Conductor
- Transmission

2446) On the Leadership Grid, a manager who has a medium concern for both, people and production is a (n):

- Team manager
- Country club manager

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Middle of the road manager
Authority-obedience manager


2447) If a leader’s main concern is accomplishing his/her group’s tasks, the University of Michigan studies label this leader as:

Production-oriented

Laissez-faire

Consideration-oriented

Employee-oriented

2448) 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

2449) If trait theories of leadership are valid, then leaders are _____.

Educated
Trained
Born
Authoritarian

Ref • Trait theories assumption: Leadership is basically inborn, therefore we could select the right leaders.

2450) The main difference between a leader and a manager is:

Managers seek change and leaders don't
Leaders are thought of as better people because they don’t punish
Leaders are advocates for change, and managers for the status quo
Managers are concerned with people, and leaders with events

2451) Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

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→ vuZs.net
Groupthink

Nominal group page 92

Brainstorm

Electronic meeting

http://books.google.com.pk/books?id=9-icet8sRSoC&pg=PA232&lpg=PA232&dq=most+restricts+discussion+or+interpersonal+communication+during+the+decision-making+process&source=bl&ots=0lwVDGBvsl&sig=HyzgmuXbyQMcEBC-Q6KvJ6mE&hl=en&ei=MuY9TKr7MYuUkAWSirWrDA&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAA#v=onepage&q=most%20restricts%20discussion%20or%20interpersonal%20communication%20during%20the%20decision-making%20process&f=false

2452) Which of the following is a tendency for members of a cohesive group to reach decisions without weighing all the facts, especially those contradicting the majority opinion?

- Group conformity
- Group shift
- **Groupthink** page 136
- Social loafing

http://allpsych.com/dictionary/g.html

2453) What is generally the result of groupthink?

- Higher quality decisions
- More risky decisions
- **Less critical analysis**
- Unpopular decisions


2454) Which of the following is true about virtual teams?

- There is an absence of verbal cues
- There is limited social context
- People collaborate online
- **All of the given options**

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2455) Which of the following helps to explain the current popularity of teams?

- Easy to manage
- Less expensive
- Use employee talents better page 84
- Promote socialization

2456) Which of the following statements concerning tenure is NOT true?

- Tenure does not appear to be a good predictor of employee productivity
- Tenure and satisfaction are positively related
- Tenure is a good variable in explaining turnover
- Tenure and organizational investment are negatively related

2457) What other name is the two-factor theory known by?

- Theories X and Y
- Motivator-Hygiene Theory page 60
- Hierarchy of Needs Theory
- Satisfaction/Dissatisfaction Theory

2458) Which of the following method is used for strengthening desirable behavior?

- Negative Reinforcement
- Neutral Reinforcement
- Pleasant Reinforcement

- Positive Reinforcement

http://books.google.com.pk/books?id=PLxI0xTMCEoC&pg=PA69&dq=of+the+following+method+is+used+for+strengthening+desirable+behavior&source=bl&ots=SQKAwmEyz9&sig=fWWWumAP1EN
2459) How does McClelland define the need for affiliation?

- Drive to excel, to strive to succeed
- Need to make others behave in a novel way
- Desire for friendship and mutual understanding page 63
- The desire to control & influence their behavior

2460) Who developed ERG theory?

- McClelland
- Maslow
- Alderfer page 61
- Ouchi

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

2461) Maslow’s hierarchy of needs arranges those needs in which of the following orders?

- Physiological, esteem, safety, social, and self-actualization
- Physiological, safety, social, esteem, and self-actualization page 60
- Safety, physiological, esteem, social, and self-actualization
- Physiological, social, safety, esteem, and self-actualization

2462) What are the three key elements of motivation?

- Interest, activity and reward
- Awareness, effort and outcome
- Stimulation, progress and achievement

Intensity, direction and persistence page 59

Key Elements of Motivation
- Intensity
- Direction
- Persistence

2463) 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?

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Prototyping
Contrast effect
Halo effect

Projection page 49

- **Projection**
  - Attributing one’s own characteristics to other people

2464) Asma is experiencing conveyance problem for her college pick and drop. She decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

Define the problem
Identify the decision criteria
Evaluate other available alternatives
Select the best alternative

http://www.decision-making-confidence.com/rational-decision-making-models.html
The Six-Step Rational Decision-Making Model
1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives
5. Rate each alternative on each criterion
6. Compute the optimal decision

2465) The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

**Situation**

Perceiver
Reality
Target

2466) What is the most relevant application of perception concepts to OB?

**The perceptions people form about each other**

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The perceptions people form about their employer
The perceptions people form about society
The perceptions people form about external reality

http://books.google.com.pk/books?id=9-icsiSRRSoC&pg=PA119&dq=most+relevant+application+of+perception+concepts+to+OB&source=bl&ots=0lwVDHACvo&sig=aqP41WMLk07mN32jrqWaZZ78IL0&hl=en&ei=OAw-TOzEZCTkAWWlbzQDg&sa=X&oi=book_result&resnum=3&ved=0CBsQ6AEwAg#v=onepage&q=most%20relevant%20application%20of%20perception%20concepts%20to%20OB&f=false
2467) Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

People are more conscientious when they are in a good mood
People are more efficient when they are in a good mood
People are more productive when they are in a good mood
People are more creative when they are in a good mood

http://books.google.com.pk/books?id=vtzqtPUPaKEC&pg=PA118&dq=People+are+more+creative+when+they+are+in+a+good+mood&hl=en&ei=3ww‐TMj3MluqcGauaIB&sa=X&oi=book_result&resnum=2&ved=0CCsQ6AEwAQ#v=onepage&q=People%20are%20more%20creative%20when%20they%20are%20in%20a%20good%20mood&f=false
2468) Which of the following statement is true regarding Big five Model?

The Big Five traits are related to intrinsic motivational factors
The Big Five traits are related to extrinsic motivational factors

The Big Five traits are related to both intrinsic and extrinsic factors page 34
The Big Five traits have no relationship to motivational factors

2469) The degree to which people value relationships and show sensitivity and concern for the welfare for others is called:

Quantity of life
Quality of life page 26
Long-term orientation
Social Loafing

2470) All of the following are sources of the values EXCEPT:

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External Reference Groups
Role Models
Achievement page 25
Teachers

Sources of values
- Parents.
- Friends.
- Teachers.
- Role models.
- External reference groups.

2471) Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

- Terminal values
- Instrumental values page 25
- Theoretical values
- Social values

2472) Which of the following is NOT one of the scales to measure job satisfaction?

- Minnesota Satisfaction Questionnaire
- The Faces Scale
- The mentor scale page 30
- Descriptive Index

2473) Following a response by the termination or withdrawal of something unpleasant is called----------------.

- Positive reinforcement
- Extinction
- Negative reinforcement
- Punishment

2474) Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

- Classical conditioning
- Social learning
- Operant conditioning

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Reinforcement theory

2475) Which of the following are identified as new managerial functions?

- Planning and organizing
- Leading and controlling
- Directing and monitoring

**TQM and continuous improvement page 8**

2476) Mr. Ahmed is responsible to transmit information to outsiders on organization’s plans, policies, actions and results. Which managerial role is he playing in organization?

- Disseminator
- Spokesperson
- Representative
- Figurehead

2477) The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

- Psychology
- Sociology
- Anthropology
- Social Psychology

2478) If a manager 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

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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.

2479) Two areas that are influencing and impacting corporations and managers today are the rapid pace of change and

A) demographic increases.

B) complexity of the work environment.

C) organizational culture changes.

D) managerial ineptness.

2480) The field of organizational behavior examines such questions as the nature of leadership, effective team development, __________, and ___________.

A) interpersonal conflict resolution; motivation of individuals

B) organizational control; conflict management

C) motivation of individuals; planning
D) planning; development

2481) ___________ is attributed with developing the scientific management perspective.

A) Elton Mayo

B) Robert Owens

C) Frank Gilbreth

D) Frederick Taylor

2482) Which perspective is hailed as being responsible for launching research into such topics as leadership effectiveness and group dynamics?

A) Human relations approach

B) Scientific management

C) Contingency approach

D) Hawthorne effect

2483) Of the four building block skills, which one is frequently considered to be the largest behavior management challenge?

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A) The ability to inspire employees

B) The ability to analyze situations correctly

C) **Personal flexibility and adaptability**

D) Outstanding perceptual skills

2484) Which of these skills is considered to be the cornerstone of the four building block skills?

A) Personal flexibility

B) **Self-insight**

C) Perceptual skills

D) Leadership capabilities

2485) Which of these approaches argues that there is no single best way to manage behavior?

A) Hawthorne

B) **Scientific Management**
C) The cornerstone skill

D) Contingency

2486) The area of "knowledge foundation" deals with the importance of

A) understanding organizational behavior.
B) the behavior management process.
C) development of solutions for achieving behavioral goals.
D) identification of the causes of behavior.

2487) Which of these steps of the behavior management process involves implementation of selected strategy, monitoring for effectiveness, and performing necessary adjustments?

A) Step three
B) Step two
C) Step four
D) Step one

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2488) _______ is/are a key trend that is having a significant impact on behavior management today.

A) Information technology
B) Reverse discrimination
C) Decreasing the amount of training for managers
D) Stay-at-home mothers

2489) What is contributing to organizations taking a look at employee groups that had previously been overlooked, ignored, or shut out?

A) Current discrimination laws
B) Government monetary incentives
C) New behavior management theories
D) Economic pressures

2490) One way businesses can benefit from diversity in the work force is

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2491) One drawback to the technology of today is

A) it can actually accelerate the speed at which crises can strike a nation.
B) it can keep employees too busy to stay in touch with their employers and organizations.
C) it can decrease waste and efficiency in organizations.
D) it can reduce the need for familiar methods of communication such as telegraph and faxes.

2492) The percentage of employees who work 50 or more hours per week has risen by _____ over the past twenty years.

A) 25%
B) 40%

C) 30%

D) 37.5%

2493) During the last thirty years, the percentage of dual-career married couples has grown by

A) 24 percent.

B) 96 percent.

C) 60 percent.

D) 36 percent.

2494) Two mechanisms by which the perception process takes place include internal processes and ____________.

A) external influences

B) central tendencies

C) skill assessment

D) process intensity
2495) External influences on perception include _____________.
   A) self-disclosure
   B) self-enhancing tactics
   C) the halo effect
   D) the **figure-ground effect**

2496) George Garrett of Holshow Insurance frequently speaks of his personal friendship with the State Insurance Commissioner when he attends organizational meetings. George is demonstrating which direct attempt at shaping others' perceptions?
   A) Self-presentation
   B) Self-enhancing tactics
   C) Audience extraction
   D) Personal constructs

2497) Which impression management method incorporates such areas as "brown nosing" and flattery?
   A) Self-enhancing
   B) Stereotypes
   C) Other-enhancing
   D) Personal constructs

2498) Which of the following is suggested to help reduce unwanted impression management?
   A) Rely on "gut instinct"
   B) Reduction of ambiguity
   C) Personal flexibility and adaptability
D) Outstanding perceptual skills

2499) When Alex Morton's consulting firm developed an elaborate logo and name for the organization, it was engaging in a form of ____________.
A) business promotion
B) coercion
C) public relations
D) corporate impression management

2500) Sometimes referred to as a self-fulfilling prophecy, ____________ is a process that recognizes our perceptions can impact the way we interact with others to the point we elicit behaviors that are in line with our own perceptions.
A) audience extraction
B) audience selectivity
C) personal constructs
D) halo effect

2501) Which term refers to our own unique understanding of how the work world operates?
A) Audience selectivity
B) Culture clash
C) Personal constructs
D) Halo effects

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2502) Wanda Wall, the manager for Tax Troubles, Inc., generally supervises the 28 employees of her firm effectively. However, she consistently makes assumptions about certain employees such as they all prefer things like fried chicken because they are from the south. Which term is the most accurate descriptor of her behavior?

A) Gossip  
B) Stereotyping  
C) Slander  
D) Personality

What can managers do to increase the accuracy of their perceptions?

A) Be more observing  
B) Lower your profile  
C) Recognize your own biases  
D) All of the above

2503) Whenever Gary Williams handles a situation that results in an erroneous or ineffective decision being made, he usually blames the other organizational members for supplying him with inaccurate information. This form of behavior is best identified as application of a(n) _______.

A) internal attribution  
B) attribution theory of behavior  
C) behavior management process  
D) external attribution
2504) What is a key piece of information that we gather about an employee's behavior when using behavior to assign cause?

A) The consistency of the behavior over time
B) The significance of the behavior in relation to everyone else
C) The impact the behavior will have on the work place
D) The cost anticipated to modify the employee's behavior over time

2505) Which of the following is considered an attribution error?

A) The halo effect
B) Personal constructs
C) The actor-observer effect
D) All of the above

2506) In a survey of 1,300 middle managers, ________ % ranked knowledge and effort as being the most important contributing factors to their achievement of success.

A) 25
B) 81
C) 37
D) 67.5

2507) Which of the following is/are suggested to help combat biases and more effectively manage behavior?

A) Encourage subordinates to consider internal explanations for their own behaviors

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B) Be aware that everyone has the tendency to take credit for success and avoid blame for failure

C) Try to do a full search for information

D) All of the above

2508) When perception patterns occur repeatedly, there is a tendency to form a/an _____ about something or someone.

A) bias

B) preconceived notion

C) attitude

D) stereotypical view

2509) Stephanie Stucky works as a human relations specialist and is considered a top performer in the firm. According to Stephanie, her performance motivation is derived from the fact that the pay matches her expectations, she has a significant amount of autonomy in the performance of her duties, and the workload is challenging, without being overwhelming. Stephanie's consistent performance level can be said to demonstrate which of the following?

A) Job rotation

B) Job enlargement

C) Job satisfaction

D) Self-actualization

2510) Ben Barringer has been receiving substantial pressure from the members of his work team to remain with the Omega Computer Inc. despite enticing offers from other

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companies. Ben has decided to remain with Omega mostly in part due to the encouragement of his fellow workers. It can be stated that Ben has experienced:

A) continuance commitment.

B) normative commitment.

C) affective commitment.

D) coercive commitment.

2511) All of the following are methods managers can utilize to promote employee job satisfaction except which one?

A) Conduct an attitude survey

B) Recognize and reward good performance

C) Learn the specific facets of the job that may bring about worker dissatisfaction

D) Assume high performers are well satisfied in their job

2512) An employee's emotional attachment to and identification with the firm is

A) continuance commitment

B) normative commitment

C) organizational citizenship behavior

D) affective commitment

2513) Jack Jackson of Quality Carpets has been seriously considering a career change. However after much contemplation, Jack has concluded the stress and emotional aspects of leaving the firm surpass any gains he would acquire at a new organization. Jack is experiencing:

A) external influence commitment.

B) continuance commitment.
C) normative commitment.
D) ineffective commitment.

2514) Organizational citizenship behaviors can best be defined as:
A) an employee's unwillingness to offer suggestions to the organization.
B) an employee's strict adherence to organizational objectives.
C) an employee's willingness to go above the normal call of duty.
D) all of the above.

2515) Jane is always the first person to lend a hand to her coworkers and never fails to brag about the organization to outsiders. By engaging in such behavior, she is exemplifying:
A) the actor-observer affect.
B) stereotypical behavior.
C) affective commitment.
D) organizational citizenship behavior.

2516) Alexis Alexander has an MBA degree from Yale. However, it seems that even though she has worked for the same firm for 6 years with an exemplary record, she cannot climb any higher on the corporate ladder. It can be said that Alexis is most probably experiencing:
A) glass ceiling.
B) stereotyping.
C) continuance commitment.
D) perception fallacies.

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2517) Which group currently represents the largest minority group?
   A) Hispanics
   B) Native Americans
   C) African-Americans
   D) Physically challenged

2518) The 1990 ADA law was designed to benefit which group of individuals?
   A) Women
   B) Physically challenged
   C) African-Americans
   D) Older workers

2519) Which of the following is/are way(s) for organizations and managers to promote or recognize diversity?
   A) Partnership with local educational institutions
   B) Provide training programs
   C) Development and encouragement of networks and support groups
   D) All of the above

2520) Which of the following is considered to be a problem with diversity programs?
   A) Worries over reverse discrimination repercussions
   B) General resistance
   C) The actor-selector effect

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D) Support of top management

2521) Which of the following is/are factor(s) that improve the chance of making diversity programs successful?
   A) Address the concerns of the majority group
   B) Make diversity a part of the overall business goal
   C) Use diversity training carefully
   D) All of the above

2522) Which of the following is/are considered advantage(s) for organizations that have a successful diversity program in place?
   A) Increased worker productivity
   B) Decreased worker turnover
   C) Ability to make better organizational decisions due to the involvement of a more diversified work force offering different perspectives
   D) None of the above

2523) The _________ are perspectives of motivation that identify specific needs that energize behavior.
   A) content theories of motivation
   B) process theories of motivation
   C) equity theory and OB mod theory
   D) expectancy theories
2524) ________ is attributed with the development of the Two-Factor Theory of motivation.
A) Abraham Maslow
B) David McClelland
C) Frederick Herzberg
D) Stacy Adams

2525) Hygiene factors are similar to the ___________ needs identified by the Hierarchy of Needs.
A) higher order
B) three-tiered
C) lower order
D) none of the above

2526) Which of the following is a limitation of the equity theory?
A) It does not address the issue of perceived fairness.
B) It offers no remedy to increase motivation.
C) When you feel treated unfairly, you will be motivated to restore a sense of fairness.
D) Who we should compare ourselves to is not clearly identified.

2527) Which of the following is a strategic way in which employees strive to reduce inequity?
A) Focus specifically on the behavior in question and attempt to alter it.

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B) Maintain the same comparison person as before.

C) Changing their inputs and/or outcomes

D) None of the above.

2528) At Bradley Sanders' motorcycle firm, in the last six months, 60 of 80 employees have been terminated while 53 job applicants have been hired to replace them. This type of process is best described by the term ____________.

A) negative reinforcement

B) motivation

C) inequity

D) churning

2529) Which theory is considered to deal with consequences?

A) Reinforcement Theory

B) Two-Factor Theory

C) Equity Theory

D) Hierarchy of Needs Theory

2530) Which of the following is/are a recommendation(s) to prevent the potential side effects of punishment?

A) Focus specifically on the behavior in question.

B) Always punish in private.

C) Specify alternative behaviors that will prevent mistakes from being repeated.

D) All of the above.
2531) Signs detailing lengthy work expectations and obligations that hung in the employee lounge of Spender Textile, constantly offend Brian to the point he repeatedly called off from work. These signs were replaced with new, more complex messages every day. His manager recognized this negative behavior and had the offending signs removed from the employee lounge. The manager's action of removing that which was reinforcing negative employee behavior is called:

A) punishment.
B) extinction.
C) hygiene factors.
D) perception.

2532) Which motivation theory focuses on establishing future performance targets?

A) Goal theory
B) Reinforcement theory
C) Equity theory
D) None of the above

2533) Jackson is a line worker for the local clothing manufacturer. Even though he does not possess an official title or a private office, Jackson is more than willing to give his complete dedication to assisting the organization in achieving its mission of producing a quality product. This willingness to pursue an organizational goal is a demonstration of ____________.

A) motivation
B) positive reinforcement
C) goal commitment
D) goal setting

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2534) Sandy Bennett is employed at Stained Glass, Inc. She has been assigned the task of creating 400 perfect bottles per hour. The maximum every achieved by any employee in the history of the firm was 25. This virtually unachievable goal that she has been assigned has been designed to encourage the employees to "do things differently” rather than in the usual fashion. This is called _________.

A) stretch targets  
B) intrinsic factors  
C) hygiene factors  
D) none of the above

2535) Which of the following is/are suggested for a successful management by objectives program?

A) Establish a time frame for achievement  
B) Establish performance targets  
C) Prioritize goals  
D) All of the above

2536) Which theory of motivation starts with an assumption that employees are rational?

A) Goal setting theory  
B) Expectancy theory  
C) Reinforcement theory
D) Herzberg's Two-Factor theory

2537) The desired "performance" of skill acquisition is attributable to ___________.
A) expectancy theory
B) reinforcement theory
C) skill-based pay programs
D) none of the above

2538) Jennie has held the position as manager of Creative Cosmetics for 7 years. She is well respected by her subordinates and she, in turn, respects them also. Jennie is certain to seek the opinion of her subordinates for many of the decisions she must make. This process of ensuring subordinate understanding and agreeance is referred to as:
A) bounded rationality.
B) acceptability.
C) reliability.
D) conformity.

2539) ________ focus on the quality and extent of information that goes into a decision.
A) Information-processing methods
B) Rational-economic approaches
C) Delphi techniques
D) Expected-value models

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2540) Which of these focuses on the decision options themselves rather than on the information that goes into the decision?
   A) Quantitative model
   B) Rational-economic model
   C) Expected-value model
   D) Decision-choice model

2541) ________ are agreed upon and common ways of interacting, perceiving, and deciding.
   A) Situational factors
   B) Stereotypes
   C) Scripts
   D) Personal constructs

2542) When Daniel is making a decision for his trucking firm, he favors just analyzing the facts of the situation without dealing with any extraneous information. His style of decision-making is one in which those who use it do not mess around with lots of information. This style is called the:
   A) behavioral style.
   B) directive style.
   C) analytic style.
   D) conceptual style.

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2543) Bianca utilizes a style of decision-making that examines the various facets of the situation rationally. She is able to successfully address any issues of uncertainty that may manifest. This style of decision-making is known as:

A) analytic style.
B) conceptual style.
C) behavioral style.
D) directive style.

2544) Which term is best defined as shortcuts that we learn over time and that reduce our necessary thinking work and free us for other tasks?

A) Brainstorming
B) Groupthink
C) Heuristics
D) Conjunction fallacy

2545) Which one of the following is considered to be a relative to the base rate heuristics such as representativeness?

A) Administrative model
B) Groupthink
C) Personal constructs
D) Conjunction fallacy

2546) Robert Zembower directs the Training Specialists of Dayton, Inc. When he makes a decision, Robert consistently favors ones that will provide a smaller, but certain positive gain versus the decisions that offer the chance for a larger return without as much certainty. Robert's style of decision-making is referred to as ________.
A) anchoring

B) framing

C) escalation-of-commitment

D) perception.

2547) Which term refers to the tendency for our judgments to be unduly affected by the starting point of a decision?

A) Bounded rationality

B) Anchoring

C) Escalation-of-commitment

D) Groupthink

2548) Tom and Jason are the managers for the Brinkman Processing. They are consistent in the fact that they continue to support decisions, which have proven to be erroneous. This style of decision-making is best known as _________.

A) escalation-of-commitment

B) brainstorming

C) regression to the mean

D) Delphi technique

2549) Which of the following refers to a situation in which pressures for cohesiveness and togetherness act to remove all the benefits typically offered by group decision-making?

A) Bounded rationality

B) Brainstorming

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2550) Which of the following is considered a drawback to group decision-making?
A) Increased amount of knowledge and information
B) Slower than individual decision-making
C) More access to creative decisions
D) None of the above

2551) Which of the following is/are predicted symptom(s) of groupthink?
A) Rationalization
B) Morality of actions
C) Self-censorship
D) All of the above

2552) Which of the following is/are rules to follow during the process of brainstorming?
A) Encourage piggybacking
B) Present the illusion of unanimity
C) Try to do a full search for information
D) Group monitoring

2553) Jena Murphy's consulting firm employs 65 professional individuals. She allows her employees to outline their own work schedules and only requires that each employee report to work on Monday and Friday from 9 a.m.until 3 p.m. Ms. Murphy is utilizing a(n)

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A) compressed employee work schedule.

B) flexible employee work schedule.

C) job enlargement approach.

D) ineffective employee benefit system.

2554) Jim Duncan's job as loader operator for Raynor Coal Company permits him to work 10 hours per day, Monday through Thursday. This demonstrates Raynor's utilization of a(n)

A) flexible work schedule.

B) organizational culture.

C) compressed work schedule.

D) staffing development.

2555) Four months ago, Taylor Construction needed three employees to rebuild the electrical boxes for their customers due to the various tasks involved. After successfully retraining the employees, a single employee can now handle all facets of this job. This is an example of:

A) job enlargement.

B) job rotation.

C) shoddy workmanship.

D) job enrichment.

2556) ________ involves making fundamental changes in the way work actually gets done.

A) Job enrichment

B) Job rotation

C) Job enlargement

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D) Job restructuring

2557) Which terms best describes the extent to which a job allows employees to work on a complete product or service from the beginning to the end?

A) Task significance
B) Task feedback
C) Skill variety
D) Task identity

2558) Thomas Pike is the manager of a large automobile repair shop. He has decided his employees would be more productive if he combined several of the assigned tasks into a single job, which required new and different skills to be utilized by the employee. Effective implementation of this idea in his firm is a demonstration of:

A) personal flexibility.
B) job rotation.
C) effective decision-making.
D) vertical job loading.

2559) Horizontal job loading can best be associated with or described by:

A) more tasks, no additional skills.
B) more tasks, more skills.
C) same number of tasks, more skills.
D) less tasks, more skills.

2560) Which group of individuals is best identified as having a low degree of authority, voluntary membership, and requiring a high degree of management involvement?

A) Self-managed team
B) Cross-functional team

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Allen Kyle uses a group comprised of between 5-20 members of his organization to get jobs performed in the fastest and most efficient way possible. Mr. Kyle usually permits this group to have a moderate amount of authority over their work and allows the group itself to determine the mission it will pursue. As the organization's manager, he has little involvement in directing the group. Which type of group is most probably formed at this organization?

A) Virtual team
B) Cross-functional team
C) Self-managed work team
D) Advisory team

According to an executive survey, which of the following is considered to be one of the most prominent obstacles encountered when an organization desires to start self-managed teams?

A) Information technology
B) Insufficient training
C) Lack of management involvement
D) Inexperienced employees

Which team is associated with high use of the various forms of today's information technology such as videoconferencing and e-mail?

A) Cross-functional team
B) Self-directed team
C) Quality team

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D) Virtual team

2564) All of the following identifies characteristics of an effective team player except:
   A) appropriate technical skills.
   B) good communication skills.

   C) maintaining an individualist attitude.
   D) ability to trust other members and management.

2565) Certain employees of Miramar Corporation are undergoing a new outdoor-based training program, lasting for several days. They are being assigned difficult physical tasks that will require teamwork in order for them to be successfully accomplished. Which of the following is the best descriptor for this training?

   A) Outward Bound
   B) Upward Reaching
   C) Reach for the Stars
   D) Rising Forward

2566) Which of the following is not a suggestion for building a high-performance team?

   A) Develop a clear set of rules
   B) Encourage the team to rely on previous knowledge
   C) Set specific and challenging goals
   D) Acknowledge team contributions

2567) Which of the following is not suggested to help establish a motivating pay system for teams?

   A) Prepare to tweak the system whenever necessary

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B) Spend time reflecting on and reexamining the system
C) Allow team members to help develop the appraisal system
D) Develop a complex system for compensation

William Stahl of Overland Express, Inc. manages a staff of fifty employees. He is considered to be an excellent leader by his subordinates. He strives to help his subordinates as well as continually attempts to build cooperation and loyalty among them. By engaging in such actions, Mr. Stahl is demonstrating:

A) relationship-oriented behavior.
B) change-oriented behavior.
C) task-oriented behavior.
D) ineffective employee-management behavior.

Developing and communicating an inspiring vision for the future as well as acting to improve strategic decisions are indicative of possession of ________ in a manager.

A) change-oriented behavior
B) task-centered behavior
C) relationship-oriented behavior
D) staffing development behavioral skills.

The perspectives that suggest leaders must match their behaviors to the demands of the situation currently at hand is known as:

A) need hierarchy theories.
B) leader-substitutes theories.
C) situation-contingency theories.
D) situation-centered perspectives.
2571) Sharon Winner is the manager for Realities, Inc. in Los Angeles. Her style of leadership with her subordinates involves consultation, coaching, and supportiveness. This style is best referred to as:
   A) delegating.
   B) selling.
   C) participating.
   D) telling.

2572) Gabriella Green believes in allowing her employees to have responsibility for work completion. Gabriella does not provide much, if any, direction for the work and provides very little in the way of emotionally supporting the employees throughout the work process. This style of leadership is best known as _________.
   A) participating
   B) delegating
   C) selling
   D) telling

2573) Angela Walker recently finished her undergraduate degree in business administration at the early age of 19. The "Perfect Pitch" telecommunications firm in Atlanta immediately recruited her. She was very anxious to accept the firm's offer and looked forward to the challenges of her first job. It is best understood that Angela would benefit from a manager that engages in the __________ style of leadership due to her lack of experience and skills.
   A) participative
   B) delegating
   C) selling
   D) telling

2574) The most appropriate style of leadership that is suggested for subordinates who are thought to be at the M4 stage of maturity is _______________.
   A) participating
   B) delegating
C) telling
D) selling

2575) When Brad Jones challenges his subordinates with his high expectations of them as well as holding them to very high performance standards, he is demonstrating a/an ______ style of leadership.

A) achievement-oriented
B) supportive
C) participative
D) directive

2576) Which of the following is the best-suggested leadership style for a manager to possess when the subordinates are lacking in self-confidence and are anxious and the tasks are repetitive as well as boring?

A) Directive
B) Supportive
C) Participative
D) Achievement-oriented

2577) When Greg Jenkins views his least preferred co-worker in a negative manner regardless of what the employee does, it can be said that Greg is demonstrating a(n) ______ style of leadership.

A) achievement-oriented
2578) Charismatic leaders can influence subordinates in which of the following ways?
   C) Both A & B

2579) Mark Majors is considered to be self-absorbed and fundamentally insecure in his managerial position. He attempts to manipulate his subordinates and has a significant lack of concern for their welfare. The term that most closely identifies Mark's leadership style is ________.
   A) narcissistic

2580) Which of the following is/are considered characteristic(s) of narcissistic leaders?
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A) Impulsive behavior  
B) Poor administrative practices  
C) Engaging in excessive impression management  
D) All of the above

2581) All of the following are steps in the transformational leadership process except: 
A) recognizing the need for change.  
B) institutionalizing change.  
C) maintaining the current vision  
D) creating a new vision for the future.

2582) Brian Dorsey, manager for The Perfect Climate, Inc., expresses his optimism and faith in his subordinates and willingly delegates authority in order that they may help achieve the organization's mission. Brian is utilizing behavioral suggestions offered for managers who wish to be classed as a ________ leader. 
A) transformational  
B) relationship-oriented  
C) decisive  
D) charismatic

2583) Gary Williams has been employed at Simon & Smith Contracting for six years. His supervisor has noted that Gary will always accomplish any tasks such as status report.

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compilation that he has been assigned. The supervisor also has noted that Gary fails to apply his maximum effort to the assignments and seems to be unenthusiastic about the task. Which of the following best indicates the response Gary is demonstrating?

A) Compliance  
B) Commitment  
C) Resistance  
D) Complacency

2584) Abigail Simpson manages the twelve engineers assigned to her department at Excellent Engineering, Inc. Ms. Simpson consistently makes requests clearly and politely to her subordinates. In addition, she genuinely seems to be sensitive to the perceptions and concerns of the staff. It can be stated that Abigail is engaging in the use of ________.

A) expertise  
B) legitimate authority  
C) control over rewards  
D) referent power

2585) ________ involves the presentation of facts and data in a logical manner that is designed to convince the subject that a certain request is the best way to proceed and will result in a positive outcome.

A) Consultation  
B) Inspirational appeal  
C) Ingratiation  
D) Rational persuasion

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2586) When Benjamin Wood enlists the help of others to exert pressure and persuasion on one of his subordinates in order to get the worker to behave in a particular manner, he is engaging in which of the following influence tactic?

A) Pressure  
B) Personal appeals  
C) Coalition formation  
D) Rational persuasion

2587) If a manager attempts to appeal to the subordinate's aspirations, desires, or beliefs when making a request of the subordinate, the manager is most probably engaging in the influence tactic of ________.

A) inspirational appeals  
B) ingratiation  
C) personal appeals  
D) consultation

2588) Which of the following influence tactic is most frequently used to target superiors and most commonly is used to make an initial request?

A) Ingratiation  
B) Coalition formation  
C) Exchange  
D) Rational persuasion

2589) Empathize and sympathize with any problems a request may cause and stressing the target's unique skills and abilities to carry out the request are considered general tips for using which influence tactic effectively?

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2590) Jim Jenkins directs a department of ten employees at Mason's Distribution Center. He is known to be persistent with task requests and checking on the progress of the task frequently. Which of the following best identifies the influence tactic utilized by Jim?

A) Personal appeals
B) Coalition formation
C) Pressure
D) Consultation

2591) Which of the following terms is best defined by stating it involves the use of power and influence tactics for personal benefit?

A) Political seasoning
B) Coalition formation
C) Legitimate authority
D) Organizational politics

2592) Which of the following is considered to be a contributing factor to the likelihood political behavior will be used?

A) Corporate doublespeak
B) Personality

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C) Preoccupation with organizational image  
D) Negative self-image

2593) Which of the following is best identified by the ability to adapt to a range of social situations and still feel comfortable?

A) Interpersonal adaptability  
B) Interpersonal perception  
C) Persuasive influence  
D) Impression management

2594) When Thomas Haller attempts to make himself appear in a favorable light to his superiors, he is engaging in _______.

A) other-focused tactics  
B) self-focused tactics  
C) organizational politics  
D) Machiavellian tendencies

2595) Dave Davidson manages the five accountants at Star & Stein Accounting Firm. He consistently tries to pin the blame for any task failures on the junior staff members directly involved with the task. It can be stated that Mr. Davidson is engaging in the political tactic of _______.

A) scapegoating  
B) information manipulation  
C) positive image management

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D) negative image management

2596) Will Williamson makes a point to express his admiration for his superiors and offers to do unsolicited personal favors for them. Will is engaging in ______.
   A) negative image management
   B) positive image management
   C) other-focused tactics
   D) self-focused tactics

2597) Daniel Jackson attempts to lull his opponents into a false sense of security in order to get them to let down their guard. The term which best describes Daniel's action is ______.
   A) sandbagging
   B) self-focused tactics
   C) scapegoating
   D) image management

2598) Jennie Smith, the manager of the marketing department for Fresco Enterprises, is finding herself engaged in a conflict situation with the manager of the accounting department for the firm. Jennie is under time constraints for concluding a project and needs to have a decision to the CEO within two days. She approaches the accounting manager with a plan to cut her project expenses while asking that department to expedite the funding for advertisements. Jennie's style of conflict resolution in this situation is most probably the ______ style.
   A) forcing
   B) accommodating

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Allen Kyle has a very aggressive personality with little regard for the sensitivities of others. He is known to actively engage in open confrontation with the managers of his firm and shouts loudly to command the attention of the members attending the corporate meetings. He resorts to stating “I am the owner so it must be done the way I want it to be done” whenever he stands to lose an argument. It is best indicated that Allen possesses a _______ style of conflict resolution.

A) collaborating  
B) compromising 
C) accommodating 
D) forcing 

Debra Williamson demonstrates her concern for the employees she manages at Gunther Fabricating by consistently giving in to their ideas or suggestions. It is rare for Debra to challenge any employee's request. The best descriptor for her style of conflict resolution is most probably ________.

A) accommodating  
B) forcing 
C) avoidance 
D) collaboration 

Japan as well as __________, another collective culture, does not utilize the forcing style of conflict resolution, as it does not agree with their overall philosophy on successful conduct.

A) Australia
2602) Which of the following item(s) is/are considered effective managerial suggestions for resolving or reducing conflict?

A) Separation of the parties in conflict
B) Appointment of a conflict stimulator
C) Restrict information to only the managers involved
D) Allow the conflict to play through

2603) The managers and employees of Great Mountain Landscaping have become complacent in their positions. They have practically ceased to generate new ideas and lack inspiration for their jobs. In order to battle this problem, Great Mountain has enlisted the services of an outside firm in order to stimulate a controlled conflict environment within the organization. The hired assistance is most probably called a conflict ___________.

A) integrator
B) agitator
C) stimulator
D) instigator

2604) Which term best fits the description of “pressures, demands, and strains” that can go hand-in-hand with job duties and responsibilities?

A) Stress
B) Conflict

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C) Obligation
D) None of the above

2605) Examples of stressors include corporate layoffs, new job assignments, and _______.
   A) corporate wellness programs
   B) adequate communication
   C) corporate mergers
   D) insightful managers

2606) Jason Sanders is undergoing a great deal of stress at his job. He is unsure exactly how to prioritize his tasks in order to successfully complete his assignments. Jason performs several duties during the course of a day and finds that the accomplishment of one duty directly competes or interferes with the successful accomplishment of another duty. It can be said that Jason is most probably experiencing _________.
   A) role ambiguity
   B) cultural differences
   C) organizational barriers
   D) role conflict

2607) Martin Manchez was recently hired on at the Applegate Industrial Firm. He is very unsure exactly what the new job requires of him and has no information as to what resources he may utilize to accomplish his assignments. Martin is feeling a significant amount of dissatisfaction and uncertainty about his new job. It is indicated that Martin is most probably experiencing _________.
   A) role conflict
   B) role ambiguity
   C) stress

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2608) Which of the following is best described by “aggressive, take-charge individuals who rarely letdown and mostly play to win in situations”?

A) Type B personality
B) Integrator
C) Type A personality
D) Effective managers

2609) Michelle Martinez is a registered nurse at a state psychiatric facility. She constantly complains of feeling exhausted and has been experiencing problems with concentration while on duty and in her family life. This in turn has resulted in her loss of enthusiasm for the job and has produced a feeling of personal underachievement in Michelle. Michelle is most probably experiencing ________.

A) burnout
B) stress
C) role conflict
D) role ambiguity

2610) James has made several changes at his organization that are designed to better accommodate the needs of the employees. For instance, James has established an on-site child and elder day care center. In the three months this center has been functional, the organization has seen a 15% decrease in employee absenteeism. It can be stated that James' organization has recently established a successful __________.

A) corporate wellness program
B) family-supportive policy
C) employee assistance program

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D) jobs redesign policy

2611) Which one of the following items is best identified as a program that provides access to professional help for employees who are experiencing problems such as alcohol abuse or emotional difficulties?

A) Jobs Redesign Program
B) Family-Supportive Program
C) Employee Assistance Program
D) Corporate Wellness Program

2612) The ABC Corporation is devoted to helping its employees fare better with their personal health-related issues. ABC offers the employees 24-hour access to an on-site fitness and exercise facility and provides routine screening for blood pressure and cholesterol levels for the workers and their families. It can be stated that the ABC has a/an _______ in place at the organization.

A) corporate wellness program
B) family-supportive policy
C) decisive management techniques
D) employee assistance program

2613) Surveys, suggestion boxes, and employee newsletters are considered to be _____ types of communication.

A) downward
B) upward
C) grapevine
D) lateral

2614) The form of communication that typically involves interactions between individuals possessing equal power is best referred to as ____________ communication.
A) upward
B) downward
C) horizontal
D) vertical

Randy Trumble and Patrick Bell are managers of two different departments of Krazy Enterprise in St. Louis. When these two gentlemen engage in business communications with each other, it is most probably ____________.

A) lateral communication
B) upward communication
C) grapevine communication
D) downward communication

2616) Which of the following terms best identifies the informal, unofficial form of communication found within most organizations?
A) Gossip
B) Lateral communication
C) Horizontal communication
D) Grapevine
2617) Which of the following statements is/are considered to be suggestions for the proper use of informal communications?

A) An open discussion of the worst-case scenario
B) Disavow any downsides to decisions
C) Restrict information to only the managers involved
D) Maintain and encourage rumors

2618) When Raj engages in open sharing of information with the involved parties and discusses timetables that are applicable to important and upcoming events with the individuals involved in the project, it can be stated that he is engaging in:

A) upward communications.
B) proper suggested uses of informal communications.
C) the grapevine.
D) effective use of horizontal communication.

2619) Which of the following most clearly fits into the category of being a "most lean" media form of communication?

A) Teleconferencing
B) Face-to-face contact
C) Bulletin boards
D) Voice mail

2620) Markham Grimes' office is located in the outer building of a twenty building complex. He frequently encounters problems with his communications to the finance department located in the most inner building of the complex. The communication

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problem encountered by Markham is one involving physical distance and is best referred to as a __________.

A) structural barrier  
B) organizational barrier  
C) hierarchical barrier  
D) interpersonal barrier

2621) Riya has noted that she experiences communication difficulties with the male members of her staff. Quite frequently, her intended messages and directives are unclear or misinterpreted by her subordinate male staff. This is an indication of experiencing which structural barrier?

A) Status  
B) Cultural differences  
C) Organizational structure  
D) Gender

2622) Which of the following item(s) is considered to be a/an interpersonal barrier(s) to effective communication?

A) Corporate doublespeak  
B) Gender  
C) Cultural differences  
D) All of the above

2623) The term which best describes the use of language aimed at turning bad news into good news and shifting the blame for the problem is __________.

A) paralanguage  

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2624) A suggested method to help overcome organizational barriers to effective communication is

A) utilize face-to-face communication more frequently.
B) become a better listener.
C) engage in better, not more communication.
D) keep messages as simplistic as possible.

2625) Which of the following is considered a method to help overcome personal barriers to effective communication?

A) Impulsive behavior
B) Poor administrative practices
C) Engaging in excessive impression management
D) Improvement of listening skills

2626) Which of the following item(s) identifies strategies utilized by leading companies for improving communication within the organizations?

A) Communication is decentralized and informal.
B) There is a close match between saying and doing.
C) There is an emphasis on face-to-face communication.
D) All of the above.
2627) When Daniel Greene, CEO for a top clothing manufacturer in the United States, accomplishes what he states will be accomplished and communicates, most often, to his staff via face-to-face communication, he is demonstrating utilization of:

A) impression management.
B) excellent corporate communication.
C) decisive management techniques.
D) charismatic leadership.

2628) _______ structures have effort put into placing all the jobs needed to produce and sell a product within the same group of employees.

A) Customer-based
B) Product-based
C) Geographic-based
D) Matrix

2629) Which of the following is considered to be a positive of a customer-based structure?

A) Customer lessons learned by one group may need to be relearned by another group.
B) Serving all customers efficiently may be an impossible task to accomplish.
C) Customers are given top priority.
D) Provides a natural focal point for bringing people and teams together.
2630) Power distribution can refer to how the organization is __________.

A) vertically differentiated
B) laterally differentiated
C) relationship-centered
D) flatly structured

When the First National Bank of Winslow incorporated changes to their operational methods, such as increasing the number of employees directly reporting to one manager, they were in essence modifying the ________ within their organization.

A) relationship-oriented behavior
B) delegation
C) span of control
D) matrix structure

A firm that is involved in a fast-changing industry may find that a _______ structure to be more beneficial.

A) centralized
B) taller
C) formal
D) decentralized

2631) Which of the following terms best describes the act of providing lower level management with the opportunities to develop their skills and expertise?

A) Participation
B) Delegation

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Randall Minnich is engaging in ________ when he gives his employees responsibility and control over their assigned jobs.

A) direction management
B) dumping
C) delegation
D) supportive leadership

Which structural concept is basically referring to the number of rules, policies, and procedures that exist within the organization?

A) Formalization
B) Bureaucracy
C) Functional
D) Vertical differentiation

A bureaucracy is actually an extremely ________ organizational form.

A) organic
B) mechanistic
C) informal
D) formal

When the size of an organization increases, which of the following is anticipated to be observed within that organization?

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A) The organization becomes taller
B) The organization becomes more informal
C) The organization experiences less functional specialization
D) The organization becomes more centralized

2636) Which of the following is considered a benefit of the effects of technology on organizations?
A) There is less need for leadership from upper management
B) The increased skill abilities of employees
C) The stabilization of economic conditions
D) The generation of various types of interdependence among people and tasks

2637) In which form of structure do employees perform more specialized job functions and the predominant firm goal is efficiency?
A) Formal
B) Bureaucracy
C) Organic
D) Mechanistic

2638) In which of the following forms of structure are jobs less specialized and more broadly defined while power is more decentralized?
A) Organic
B) Flat
C) Mechanistic
D) Formal
2639) In the ABC Corporation, information flows largely from upper management and there is a great deal of formality in how tasks are accomplished. The best classification for an organization with this form of structure would be ________.

A) loose
B) mechanistic
C) organic
D) informal

2640) Which of the following structural approaches seem to be the most effective in a relatively unstable business environment?

A) Customer-based
B) Mechanistic
C) Organic
D) Formal

2641) Which of the following terms is best identified by stating it involves the firm's overall values, beliefs, and behaviors?

A) Artifacts
B) Assumptions
C) Mission statement
D) Corporate culture

2642) Of the following items, which would be considered a positive effect of an organization having a definable culture in place?

A) Reduction of destructive infighting

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B) Built-in resistance to change
C) Maintenance of standard performance levels
D) Easier adaptability during mergers

2643) When the employees of Learning-for-all Corporation speak of their deceased founder, Leonard Learning, they are engaging in the use of _________ to communicate its culture to others.
A) myths
B) rituals
C) stories
D) symbols

2644) A common theme found within an organization's life stories is/are
__________
A) Will I get fired?
B) Aren't we great?
C) Beyond the call of duty.
D) All of the above.

2645) Items such as a desired parking space or use of the corporate jet are actually ______ that communicate the culture of the organization.
A) rituals
B) symbols
C) nonverbal language
D) ceremonies

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2646) When Yashmi was awarded a promotion to upper management level during a ceremony held in her honor, she was experiencing a __________.

A) rite of passage  
B) symbolic display of appreciation  
C) lateral progression  
D) horizontal communication.

2647) Which of the following is considered a general step for developing a useful corporate mission statement?

A) Teleconferencing with benchmark firms  
B) Employee involvement  
C) Definition of priorities  
D) None of the above

2648) The process of learning organizationally useful behaviors is better known as __________.

A) socialization  
B) orientation  
C) hierarchical integration  
D) interpersonal segmentation

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2649) Individuals who are utilized by organizations to assist newcomers with their integration into the firm are referred to as __________.
   A) guides
   B) mentors
   C) socialization specialists
   D) effective managers

2650) A(n) ___________ culture characterizes those businesses in which people put a lot on the line and simultaneously receive fast feedback.
   A) fearlessness
   B) persistence
   C) adaptive
   D) process

2651) The business of real estate is an example of a _______ culture.
   A) one-shot
   B) fearlessness
   C) persistence
   D) process

2652) A culture in which feedback about the business is rather slow and there really is not much risk involved is ___________.
   A) the process culture

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B) a progressive culture
C) the persistence culture
D) a fearlessness culture

2653) Which type of culture involves a tremendous amount of risk, has a very slow feedback rate, and is exemplified by the oil business?
A) Persistence culture
B) Fearlessness culture
C) The progressive culture
D) One-shot culture

2654) Which of the following item(s) can be considered warning sign(s) of a need to change culture?
A) Poor group relations
B) Adequate morale
C) Long-term vision
D) All of the above

2655) Which of the following is/are considered a key(s) to facilitating culture change within an organization?
A) Impression management
B) Excellent corporate communication
C) Understanding the culture before making changes

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D) Charismatic leadership

2656) The Triad countries include the United States, the European Union, and _______.
   A) Japan  
   B) Brazil  
   C) China  
   D) Australia

2657) In phase 2 of a firm's international expansion, the firm is usually considered to be a/an _______ firm that has expanded its sales abroad.
   A) multinational  
   B) domestic  
   C) international  
   D) foreign

2658) Which of the following legal systems have: community orientation, a set of rules based on customs, and legal outcomes evaluated relative to the group?
   A) Islamic Law  
   B) Common Law  
   C) Asian Systems  
   D) Sub-Saharan African Law

2659) The legal system that possesses the common characteristics of a large degree of bureaucracy and minimal emphasis on personal/individual rights is ___________.

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A) Communist/Socialist Law
B) Civil Law
C) Asian Systems
D) Sub-Saharan African Law

2660) Factors to assist with the classification and rating of political risks across countries include _________.
A) import restrictions
B) stability of the political system
C) per capita income
D) all of the above

2661) An example of an external economic risk is _________.
A) tariffs
B) threat of kidnapping of expatriates
C) presence of roads and ports
D) ability to hire foreign nationals

2662) An organization facing significant international expansion difficulties due to regulations regarding the environmental impact of the business can be said to be experiencing _________.
A) domestic economic risk
B) external economic risk
C) political/economic risk
D) environmental impact risk

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2663) The _______ approach to managing risk includes the direct approach of long-term agreements and promotion of host goals.

A) defensive/reactive

**B) linking/proactive**

C) defensive/linking

D) reactive/linking

2664) The number one countries considered to be the most and least risky areas in which to conduct business (respectively) are _______ and _______.

A) Singapore, China

B) Nigeria, Canada

**C) Ecuador, Luxembourg**

D) Ireland, Vietnam

2665) An indirect defensive/reactive approach to managing risk is/are _______.

A) home country government pressure

B) lobbying of foreign governments

C) joint ventures

D) All of the above

2666) _______ can impact international business operations by its affect on business hours, holidays, and days of rest.

A) Paralanguage

B) Communication barriers

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2667) Which work-related value dimension is best identified by the extent to which the primary focus is on assertive acquisition of money and power versus the quality of life and one's interpersonal relationships?
   A) Individualism-Collectivism
   B) Masculinity-Femininity
   C) Uncertainty avoidance
   D) Power distance

2668) Which of the following value dimension has a focus that looks at the value of the self versus the group?
   A) Uncertainty avoidance
   B) Masculinity-Femininity
   C) Power distance
   D) Individualism-Collectivism

2669) The model of value differences was first designed by ________.
   A) Abraham Maslow
   B) Geert Hofstede
   C) Frederick Taylor
   D) Frederick Hertzberg

2670) Which of the following is/are considered a/an consequence(s) of organizational failure to manage American expatriation?

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A) Waste relocation costs  
B) Effective performance  
C) Career progression  
D) All of the above

2671) When an industrial organization installs specialized equipment to monitor potentially hazardous emissions due to environmentalist pressure, they are in essence experiencing change that is ________.

A) unplanned  
B) temporary  
C) planned  
D) guided by upper-level management.

2672) Decentralization of power, team structure, and flattening of the hierarchy are examples of which type of organizational change?

A) People change  
B) Strategic change  
C) Structural change  
D) Technological change

2673) _______________ change is identified with retrenchment, stability, and growth posture.

A) Technological  
B) Organizational  
C) Structural  
D) Strategic
2674) Which of the following is considered to be a source of resistance to organizational change at the individual-level?

A) Firm inertia
B) Selective perception
C) Threats to power structures
D) Job restructuring

2675) When an organization fails to change a processing method that has been proven to be less effective than newer methods now available, it can be stated that the organization is dealing with _________.

A) company inertia
B) habit
C) fear of the unknown
D) fear of economic threats

2676) George White is demonstrating resistance to the new operating methods incorporated at the organization he works for. Which of the following is an action that Mr. White would be likely to engage in?

A) Promotion of the new methods to coworkers
B) Acquisition of skills pertinent to the new methods
C) Attempting to delay the change
D) Discussion of the new methods and the job requirements with supervisors

2677) When Thomas Alexander realized he would face a possible demotion when the Phoenix Organization began its change process, he became resistant to the idea of change. It can be stated his resistance was most probably attributable to fear of _________.

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A) uncertainty  
B) inadequate work skills  
C) insecurity  
D) loss of power

2678) Which of the following methods for responding to resistance to change offers the advantages of building a commitment to the change and allowing valuable information to be obtained?

A) Manipulation/co-optation  
B) Negotiation/agreements  
C) Facilitation/support  
D) Involvement/participation

2679) When Frank Foote attempts to eliminate resistance to change at his organization by only letting out information very selectively, he is in essence practicing ________.

A) manipulation  
B) coercion  
C) co-optation  
D) facilitation

2680) Mary never fails to seek out the opinion and ideas of individuals at the organization that she really has no need of obtaining an opinion from. Her method of responding to resistance to change is known as ________.

A) manipulation  
B) co-optation
2681) The type of leader most apt to utilize coercion methods of responding to resistance to change is _________.
   A) autocratic  
   B) democratic  
   C) narcissistic  
   D) insecure

2682) All of the following identifies recommendations for reducing resistance to change except _________.
   A) plan for the change  
   B) initiate the change without offering support  
   C) make the change an experiment  
   D) be willing to negotiate

2683) An example of an interpersonal technique that can promote change is which of the following?
   A) Sensitivity training  
   B) Manipulation  
   C) Coercion  
   D) Process consultation
2684) When a change agent's job entails interviewing all parties about the relations among people, including interpersonal stumbling blocks and problems, this technique to promote change is known as ________.

A) facilitation and support
B) team-building techniques
C) process consultation
D) manipulation and co-optation

2685) Which of the following is not suggested to help in evaluating change efforts?

A) Specify the criteria to be affected
B) Develop goals for the program at the outset
C) Incorporate an evaluation component from the start
D) Do not specify the criteria or measures that should be affected by the change effort