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MIDTERM EXAMINATION

MGT502- Organizational Behaviour

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

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

► Felt

► Displayed

► Conditional

► Exposed

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

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

► It is highly personal

► It has high channel richness

► It usually results in delayed feedback

► It offers multiple information cues

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

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

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

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

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

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

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

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

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

Team members with good listening, feedback, and conflict resolution skills possess _____.

► Technical expertise

► Problem-solving skills

► Decision-making skills

► Interpersonal skills

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

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

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

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

- ► Norming
- ► Storming
- ► Development
- ► Forming

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

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

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

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

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

Which one of the following groups may want government to direct more attention to environmental problems?

► Interest group

► Command group

► Formal group

► Task group

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

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

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

Which of the following is an example of a piece-rate plan?

► Stock options

► Rs20 for each unit produced

► Productivity bonus

► Commission

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

What sort of goals does Management By Objectives (MBO) emphasize?

► Attainable, verifiable and measurable

► Achievable, controllable and profitable

► Inspirational, teachable and creative

► Challenging, emotional and constructive

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

Which of the following is NOT a biographical characteristic?

► Region

► Age

► Sex

► Tenure

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

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

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

Which one of the following would be considered a motivator in the two-factor theory?

► Salary

► Working conditions

► Bonuses

► Responsibility

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

Which of the following method is used for strengthening desirable behavior?

► Negative Reinforcement

► Neutral Reinforcement

► Pleasant Reinforcement

► Positive Reinforcement

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

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

► Allocate tasks depending on personality

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

► Give abundant opportunities for employee growth

► Concentrate on intrinsic rewards rather than extrinsic rewards

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

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

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

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 one chooses to move to a higher level need

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

If a person responds the same way over time, attribution theory states that the behavior shows _____.

- ► Distinctiveness
- ► Consensus

► Consistency

► Continuity

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

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

► It shows consensus

► It shows similarity

► It shows reliability

► It shows consistency

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

According to attribution theory, which of the following is an internally caused behavior?

► Working late in order to get a promotion

► Arriving at work late because heavy traffic

► Working weekends because of your employer's orders

► Depending on luck for success

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

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

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

Which of the following is **NOT** an ethic in decision making?

- ► Utilitarianism
- ► Focus on right
- ► Focus on justice
- ► Favoritism

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

Which of the following decision making style shows low tolerance for ambiguity and seeks rationality?

- ► Directive
- ► Analytical
- ► Conceptual

► Behavioral

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

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

► Bounded Rational

► Three Component Model

► Contingency

► Rational

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

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

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

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

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

The Big Five model is related to _____

► Perception

► Personality

► Experience

► Culture

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

Which of the following are defined as accepted principles or standards of a person or a group?

► Traditions

► Norms

► Attitudes

► Values

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

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

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

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

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

Which of the following is defined as a way of looking at life; a way of thinking, feeling or behaving?

- ► Value
- ► Attitude
- ► Behavior
- ► Mood

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

Learning theories include all of the following EXCEPT:

- ► Classical conditioning
- ► Social learning
- ► Operant conditioning
- ► Contingency theory

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

Which of the following is not considered as a characteristic of organizations?

- ► Social entities
- ► Goal oriented

► Closed system

► Deliberately structured

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

Which one of the following set of skills is best representing the required competencies of managers?

► Technical skills, human skills and conceptual skills

► Leading skills and motivational skills

► Organizing skills and interpersonal skills

► Motivating skills and intrapersonal skills

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

Management functions of planning, organizing, leading and controlling were first classified by_____.

► Stephen Covey

► Henry Mintzeberg

► Henri Fayol

► Marry Parker

Question No: 41 (Marks: 10)

Which biographical characteristics best predict productivity? Absenteeism? Turnover? Satisfaction?

MIDTERM EXAMINATION

Spring 2009

MGT502- Organizational Behaviour (Session - 2)

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

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

- Common goal
- Interaction with one another
- Accept expectations and obligations
- **Mutually independent**

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

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

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

Which of the following communication network is best illustrated by an unstructured committee?

- ► Vertical
- ► Wheel
- ► **All-channel**
- ► Chain

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

When all communication is channeled through one person, which of the following communication network exists?

- ► All-channel
- ► Chain
- ► Horizontal
- ► **Wheel**

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

Formal guidelines and authority hierarchies are examples of which function of communication?

► **Control**

► Agreement

► Motivation

► Information

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

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

► Suggestion boxes

► Disscussing problem with boss

► **Feedback on job performance**

► Letters to your boss

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

The means by which a communication is passed is called:

► **Medium**

► Instrument

► Conductor

► Transmission

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

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

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

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

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

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

- Emotional and rational
- Autocratic and democratic

► Initiating structure and consideration

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

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

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

► Educated

► Trained

► **Born**

► Authoritarian

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

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

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

Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

- Groupthink
- **Nominal group**
- Brainstorm
- Electronic meeting

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

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

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

What is generally the result of groupthink?

- Higher quality decisions
- **More risky decisions**

► Less critical analysis

► Unpopular decisions

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

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**

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

Which of the following helps to explain the current popularity of teams?

► Easy to manage

► Less expensive

► **Use employee talents better**

► Promote socialization

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

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**

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

What other name is the two-factor theory known by?

► Theories X and Y

► **Motivator-Hygiene Theory**

► Hierarchy of Needs Theory

► Satisfaction/Dissatisfaction Theory

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

Which of the following method is used for strengthening desirable behavior?

► Negative Reinforcement

► Neutral Reinforcement

► Pleasant Reinforcement

► **Positive Reinforcement**

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

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**
- ► The desire to control & influence their behavior

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

Who developed ERG theory?

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

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

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**

► Safety, physiological, esteem, social, and self-actualization

► Physiological, social, safety, esteem, and self-actualization

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

What are the three key elements of motivation?

► Interest, activity and reward

► Awareness, effort and outcome

► Stimulation, progress and achievement

► **Intensity, direction and persistence**

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

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

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

► Prototyping

► Contrast effect

► Halo effect

► **Projection**

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

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

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

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

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

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**

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

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**

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

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

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

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

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

All of the following are sources of the values **EXCEPT:**

- ► External Reference Groups
- ► Role Models
- ► **Achievement**
- ► Teachers

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

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

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

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

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

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

► Positive reinforcement

► Extinction

► Negative reinforcement

► **Punishment**

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

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

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

Which of the following are identified as new managerial functions?

- ► Planning and organizing
- ► Leading and controlling
- ► Directing and monitoring
- ► **TQM and continuous improvement**

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

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

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

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**

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

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

► **Planning**

► Organizing

► Leading

► Controlling

Question No: 41 (Marks: 10)

What are the common skills exhibited by an effective manager?

ANSWER:

Skill: Skill is defined as an ability to act in a way that allows a person to highly perform his roles.

Skills required by Effective Manager:

There are various skills which must be possessed by a manager in order to be effective. Some of such skills are listed below

- Define proper goals for everyone.
- Must plan and organize the work properly so that it flows smoothly.
- Enables proper communication in all directions.
- Promotes participation of individuals
- Provide honest feedback
- Empower and delegate the important tasks to subordinates
- Have full control over the whole process
- Motivate the subordinates to goal achievement
- Exhibits technical as well as administrative expertise to answer related questions.
- Facilitates work through teams and proper training
- Keep the activities move by following the schedule and deadlines.
- Rewards good performances

MIDTERM EXAMINATION MGT502- Organizational Behaviour (Session - 1)

Time: 60 min

Marks: 50

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

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

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

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

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

Management functions of planning, organizing, leading and controlling were first classified by_____.

► Stephen Covey

► Henry Mintzeberg

► Henri Fayol

► Marry Parker

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

Learning theories include all of the following EXCEPT:

► Classical conditioning

► Social learning

► Operant conditioning

► Contingency theory

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

"Smoking is injurious to health". This statement is an example of which one of the following components of attitude?

► Cognitive

► Affective

► Behavioral

► Behavior intension

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

Which of the following is not one of the types of attitude?

► Job satisfaction

► Job Involvement

► Organizational Behavior

► Organizational commitment

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

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

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

All of the following are attitudes associated with job satisfaction EXCEPT:

- ► The work itself
- ► Promotion opportunities
- ► Supervision
- ► Negligence

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

Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

- ► Moods
- ► Behaviors
- ► Values
- ► Customs

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

_____ are the preferences concerning the ends to be achieved.

- ► Terminal values
- ► Instrumental values

► Theoretical values

► Social values

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

Which of the following is **NOT** included in the values across cultures?

► Uncertainty Avoidance

► Power Distance

► Assertiveness

► Individualism versus collectivism

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

All of the following are sources of the values **EXCEPT:**

► External Reference Groups

► Role Models

► Achievement

► Teachers

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

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

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

Which of the following is **NOT** consistent with rational decision-making?

► Consistency

► Value-minimization

► Ranking of criteria

► Evaluating alternatives

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

According to attribution theory, which of the following is an internally caused behavior?

► Working late in order to get a promotion

► Arriving at work late because heavy traffic

► Working weekends because of your employer's orders

► Depending on luck for success

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

If a person responds the same way over time, attribution theory states that the behavior shows _____.

► Distinctiveness

► Consensus

► Consistency

► Continuity

http://groups.google.com/group/vuZs

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

Hassan derives a great sense of belongingness, acceptance and friendship from his relationships with his extended family. Which of Maslow's needs is Hassan fulfilling through these relationships?

► Self-actualization

► Esteem

► Social

► Physiological

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

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 one chooses to move to a higher level need

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

Who developed ERG theory?

► Mcclelland

► Maslow

► Alderfer

► Ouchi

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

Our intrinsic desire for personal development is included in Alderfer's _____ needs.

► Existence

► Relatedness

► Esteem

► Growth

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

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

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

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

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

Which of the following is **NOT** a comparison an employee can use in equity theory?

► Self-inside

► Self-goal

► Other-outside

► Self-outside

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

Which of the following method is used for strengthening desirable behavior?

► Negative Reinforcement

► Neutral Reinforcement

► Pleasant Reinforcement

► Positive Reinforcement

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

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

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

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

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

Which one of the following groups may want government to direct more attention to environmental problems?

► Interest group

► Command group

► Formal group

► Task group

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

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

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

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

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

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

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

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

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

John Kotter's view argues that management focuses on coping with complexity, whereas leadership focuses on coping _____.

► Conflict

► Success

► Morale

► Change

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

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

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

Which of the following communication network is best illustrated by an unstructured committee?

► Vertical

► Wheel

► All-channel

► Chain

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

Which of the following is the most effective communication network for facilitating the emergence of a leader?

► Chain

► All-channel

► Wheel

► Direct

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

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

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

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

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

A bachelor degree holder is most likely to have a job that requires:

► Human skills

► Technical skills

► Conceptual skills

► Leading skills

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

The relatively stable set of psychological attributes that distinguishes one person from another is called _____.

► Attitude

► Personality

► Perception

► Mind-set

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

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

Question No: 41 (Marks: 10)

Compare Hofstede's cultural dimensions with the GLOBE framework.

Quantity of life versus quality of life

in quantity of life people values money and acquisition of resources.

Hofstede's cultural dimensions

Quantity of life versus quality of life:

In quality of life people give more values to the relationships and to concentrate on welfare of others

Uncertainty avoidance:

which people structured over unstructured situations

Power distance: people think that power in the country is not distributed equally.

Individualism versus collectivism

Individualism is the degree to which people pefer to act individuals instead of group.

Collectivism give low priority to individualism.

Global Frame work

• Future Orientation: The extent to which a society encourages and rewards future-oriented behaviors such as planning, investing

This is almost like Long-term versus short-term orientation of Hofstede's cultural dimensions

Assertiveness: A society encourages people to be tough, and competitive versus

modest and tender .

assertiveness is equaling to Hofstede's cultural dimensions **Quantity of life versus quality of life**

Uncertainly avoidance: Society relay on social norms and procedures to avoid the uncertainity

uncertainty avoidance is explain in both the views

Performance orientation: society encourages and rewards group members for the improvement in performance.

Humane orientation: society encourages individuals for being fair and caring to others in society.

MIDTERM EXAMINATION

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

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

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

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

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

Which of the following lay the foundation for the understanding of attitudes and motivation because they influence our perceptions?

- Moods
- Behaviors
- **Values**
- Customs

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

_____ are the preferences concerning the ends to be achieved.

► **Terminal values**

► Instrumental values

► Theoretical values

► Social values

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

Which of the following is **NOT** included in the values across cultures?

► Uncertainty Avoidance

► Power Distance

► **Assertiveness**

► Individualism versus collectivism

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

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

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

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

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

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

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

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**

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

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 biase**

► The halo effect

► Distinctiveness

► Projection

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

Hunger, thirst, sex, pay, and physical work environment are examples of which of Alderfer's needs?

► **Existence**

► Safety

► Growth

► Physiological

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

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**

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

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

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

What continuum in the two-factor theory is made up of the hygiene factors?

► **No dissatisfaction to dissatisfaction**

► No dissatisfaction to satisfaction

► Satisfaction to no satisfaction

► Satisfaction to dissatisfaction

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

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

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

Who sets MBO objectives?

► The immediate supervisor

► **The superior and subordinate**

► The head of department

► The employees themselves

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

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 ►

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

Teams generally have a(n) _____ impact on employee motivation.

Inconsistent ►

Positive ►

Discouraging ►

Neutral ►

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

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

► **High**

Highest ►

► Low

► Moderate

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

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 ►

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

Which of the following type of teams allows for collaboration between team members who are physically dispersed?

Local ►

Global ►

Virtual ►

Interactive ►

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

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

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

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 ►

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

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

Delphi model ►

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

Which of the following is likely to generate the least innovative alternatives?

Face-to-face interacting ► groups

Brainstorming ►

Delphi technique ►

Nominal group technique ►

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

Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

Groupthink ►

Nominal group ►

Brainstorm ►

Electronic meeting ►

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

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

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

The University of Michigan researchers concluded that:

Employee-oriented leaders had lower ► productivity

Employee-oriented leaders had higher ► productivity

Production-oriented leaders created lower ► employee satisfaction

Production-oriented leaders created higher ► employee satisfaction

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

The means by which a communication is passed is called:

Medium ►

Instrument ►

Conductor ►

Transmission ►

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

When manager marketing is communicating with the manager production, it is called:

Upward communication ►

Downward communication ►

Lateral communication ►

Vertical communication ►

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

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 ►

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

Memos, letters, e-mail, fax transmissions, and organizational periodicals represent examples of:

Informal communication ► channels

Formal communication ► channels

Written ► communication

Non ► verbal communication

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

Which of the following is an important nonverbal component of communication?

Written memo ►

Paraphrase ►

Eye contact ►

E-mail ►

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

Rumors would most likely flourish in situations where there is:

Ambiguous situation ►

Well-communicated change ►

Assurance by management ►

A ► chain communication style

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

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 ►

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

_____ are the shared beliefs about expected behaviors aimed at making groups function effectively.

Group ethics ►

Group norms ►

Group criteria ►

Group unity ►

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

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 ►

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

The Big Five model is related to _____.

► Perception

Personality ►

Experience ►

Culture ►

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

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

Felt ►

Displayed ►

Conditional ►

Exposed ►

vuZs

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

Process variables include all of the following **EXCEPT:**

Climate of trust ►

Team efficacy ►

Minimized social loafing ►

Specific goals ►

Question No: 41 (Marks: 10)

Compare and contrast command, task, interest, and friendship groups by giving practical examples.

MIDTERM EXAMINATION

Time: 60 min

Marks: 50

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

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

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

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

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

Which one of the following set of skills is best representing the required competencies of managers?

► **Technical skills, human skills and conceptual skills**

► Leading skills and motivational skills

► Organizing skills and interpersonal skills

► Motivating skills and intrapersonal skills

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

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

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

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

IT IS OBVIOUS

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

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

Reference: The most widely used scales to measure job satisfaction include the Minnesota Satisfaction Questionnaire, the Faces Scale, and the Job Descriptive Index.

Pg no. 30

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

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

Reference: Conscientiousness Is exhibited by those who are described as dependable, organized, and responsible. **Pg no. 35**

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

Which of the following are the categories into which emotions are usually grouped?

► Simple and Complex

► Positive and Negative

► Positive and Complex

► Complex and Negative

Reference: Women show greater emotional expression than men, experience emotions more intensely, and display more frequent expressions of both positive and negative emotions.
Emotions are classified as positive & negative only.

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

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

► Felt Emotions

► Displayed Emotions

► Moods

► Emotional Intelligence

Reference: Displayed emotions are those that are organizationally required and considered appropriate in a given job. **Pg no. 39**

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

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

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

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

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

The awareness that a problem exists and that a decision needs to be made is a/an:

► Perceptual issue

► Emergency issue

► Cognitive issue

► Ethical issue

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

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**

Reference: No time or cost constraints. **The rational decision maker can obtain full information about criteria and alternatives because it is assumed that there are no time or cost constraints. Pg no. 53**

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

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

► **Bounded Rational**

► Three Component Model

► Contingency

► Rational

Reference: Bounded Rationality;People satisfice—they seek solutions that are satisfactory and sufficient. **Pg no. 53**

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

How is the satisficing decision maker best characterized?

► As using rationality

► **As using bounded rationality**

► As using creativity

► As relying on others to make decisions

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

Which of the following is **NOT** an ethic in decision making?

► Utilitarianism

► Focus on right

► Focus on justice

► Favoritism

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

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

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

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

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

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

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

What is the primary organizational factor that satisfies people's physiological needs?

► Relationship

► Recognition

► Pay

► Admiration

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

Who developed ERG theory?

► Mcclelland

► Maslow

► Alderfer

► Ouchi

Reference: Alderfer's ERG Theory **Pg no. 61**

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

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

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

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

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

Research does **NOT** support which of the following statements about gender in the workplace?

► Women are more willing to conform to authority than men

► Men are more aggressive than women

► Women are more productive at work than men

► Men have higher expectations of success

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

Which of the following is **NOT** one of the most widely used variable-pay programs?

► Piece-rate wages

► Merit-based pay

► Fixed pay

► Profit sharing plans

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

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

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

Which of the following is the stage of group development characterized by the development of close relationships and cohesiveness?

► Forming

► Norming

► Storming

► Adjourning

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

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

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

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

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

Which of the following statement is true about decision making using nominal group techinque?

► 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

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

Which of the following is the product of a sender's encoding?

► Channel

► Message

► Transmission

► Medium

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

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

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

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

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

Which of the following is an important nonverbal component of communication?

► Written memo

► Paraphrase

► Eye contact

► E-mail

It is mentioned in the handouts of ENG301. Pg no. 15

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

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

-

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

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

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

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

► Planning

► Organizing

► Leading

► Controlling

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

A bachelor degree holder is most likely to have a job that requires:

► Human skills

► Technical skills

► Conceptual skills

► Leading skills

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.**

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

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

Reference: Instrumental values.

• Preferences for the means to be used in achieving desired ends.

Pg no. 25

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

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 is an **Actively and constructively attempting to improve conditions, including suggesting**

improvements, discussing problems with superiors, and some forms of union activity.Pg no. 32

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

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

Reference: Expectancy theory states that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome. **Pg no. 66**

If we note in the above definition the word 'act' can be replaced by performance and 'outcome' can be used instead of reward. This theory states that an individual expect to achieve reward for his/her performance.

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

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

► **Downward communication**

► Lateral communication

► Directional communication

► Diagonal communication

Reference: In downward communication *Organizational decisions are made at top level and then flow down to the people who carry them.*
Pg no. 6 of ENG301 H.outs

MIDTERM EXAMINATION

Fall 2009

MGT502- Organizational Behaviour (Session - 4)

Time: 60 min

Marks: 50

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

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

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

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

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

Which one of the following set of skills is best representing the required competencies of managers?

► **Technical skills, human skills and conceptual skills**

► Leading skills and motivational skills

► Organizing skills and interpersonal skills

► Motivating skills and intrapersonal skills

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

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

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

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**

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

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

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

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**

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

Which of the following are the categories into which emotions are usually grouped?

► Simple and Complex

► Positive and Negative

► Positive and Complex

► Complex and Negative

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

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

► Felt Emotions

► Displayed Emotions

► Moods

► Emotional Intelligence

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

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

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

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

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

The awareness that a problem exists and that a decision needs to be made is a/an:

► Perceptual issue

► Emergency issue

► Cognitive issue

► Ethical issue

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

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

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

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

► Bounded Rational

► Three Component Model

► Contingency

► Rational

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

How is the satisficing decision maker best characterized?

► As using rationality

► As using bounded rationality

► As using creativity

► As relying on others to make decisions

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

Which of the following is **NOT** an ethic in decision making?

► Utilitarianism

► Focus on right

► Focus on justice

► Favoritism

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

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

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

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

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

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

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

What is the primary organizational factor that satisfies people's physiological needs?

► Relationship

► Recognition

► Pay

► Admiration

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

Who developed ERG theory?

► Mcclelland

► Maslow

► Alderfer

► Ouchi

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

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

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

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

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

Research does **NOT** support which of the following statements about gender in the workplace?

► Women are more willing to conform to authority than men

► Men are more aggressive than women

► Women are more productive at work than men

► Men have higher expectations of success

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

Which of the following is **NOT** one of the most widely used variable-pay programs?

► Piece-rate wages

► Merit-based pay

► Fixed pay

► Profit sharing plans

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

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

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

Which of the following is the stage of group development characterized by the development of close relationships and cohesiveness?

► Forming

► Norming

► Storming

► Adjourning

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

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

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

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

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

Which of the following statement is true about decision making using nominal group techinque?

► 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

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

Which of the following is the product of a sender's encoding?

► Channel

► Message

► Transmission

► Medium

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

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

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

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**

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

Which of the following is an important nonverbal component of communication?

► Written memo

► Paraphrase

► **Eye contact**

► E-mail

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

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**

-

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

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

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

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

► **Planning**

► Organizing

► Leading

► Controlling

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

A bachelor degree holder is most likely to have a job that requires:

► Human skills

► **Technical skills**

► Conceptual skills

► Leading skills

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

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

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

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

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

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

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

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

► **Downward communication**

► Lateral communication

► Directional communication

► Diagonal communication

Question No: 41 (Marks: 10)

How does ERG theory differ from Maslow's hierarchy of needs?

Answer :

Abraham Maslow's theory of needs describes five levels of needs and from bottom to top order they are :

1) Physiological needs : These include basic needs of food, existence, shelter etc. This is the lowest level of needs in Maslow's hierarchy.

2) Safety needs :These include the needs for feeling safe and protected from environmental hazards.

3) Social needs : These include the need for belongingness and having social relationships

4) Esteem needs : These needs include the need for being recognized and having respect in society

5) Self actualization needs : This is the highest level of needs and means that a person reaches the full potential he is capable of reaching.

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In contrast to this, Clayton Alderfer's ERG needs are three and they are :

1) Existence needs : The need for existence i.e food, shelter etc.

2) Relatedness needs : The need for having social relationships and being related to.

3) Growth needs : The needs for growth and achieving something and doing something good in life.

The major difference however between the two is that according to Maslow the lowest level needs starting from physiological needs will be more important for an individual to fulfill before he moves on to the next level of needs. This means that the needs at a next higher level will not be important for an individual until he completely or to a good extent satisfies his needs at the immediate lower level. Once the needs at the lower level are met completely or sufficiently they will no longer remain the source of motivation for the individual and he will move on to the next level up and will try to fulfill those needs and they will become the motivation for him. But according to Alderfer this was not the case. The needs priority for different people can be different. Some people might give more importance to the growth needs and will be motivated to behave in ways that satisfies their need for growth more than the satisfaction of the need for relatedness or existence.

This assumption of Maslow that the lower level needs should be fulfilled before the individual deems higher level needs as a source of motivation was the biggest flaw in the theory as different people have different

MIDTERM EXAMINATION

Spring 2009

MGT502- Organizational Behaviour (Session - 2)

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

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

► Common goal

► Interaction with one another

► Accept expectations and obligations

► **Mutually independent**

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

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

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

Which of the following communication network is best illustrated by an unstructured committee?

► Vertical

► Wheel

► **All-channel**

► Chain

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

When all communication is channeled through one person, which of the following communication network exists?

► All-channel

► Chain

► Horizontal

► **Wheel**

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

Formal guidelines and authority hierarchies are examples of which function of communication?

► **Control**

► Agreement

► Motivation

► Information

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

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

- ► Suggestion boxes
- ► Disscussing problem with boss
- ► **Feedback on job performance**
- ► Letters to your boss

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

The means by which a communication is passed is called:

- ► **Medium**
- ► Instrument
- ► Conductor
- ► Transmission

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

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

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

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

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

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

► Emotional and rational

► Autocratic and democratic

► Initiating structure and consideration

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

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

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

► Educated

► Trained

► **Born**

► Authoritarian

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

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

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

Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

► Groupthink

► **Nominal group**

► Brainstorm

► Electronic meeting

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

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

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

What is generally the result of groupthink?

► Higher quality decisions

► **More risky decisions**

► Less critical analysis

► Unpopular decisions

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

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**

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

Which of the following helps to explain the current popularity of teams?

► Easy to manage

► Less expensive

► **Use employee talents better**

► Promote socialization

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

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**

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

What other name is the two-factor theory known by?

► Theories X and Y

► **Motivator-Hygiene Theory**

► Hierarchy of Needs Theory

► Satisfaction/Dissatisfaction Theory

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

Which of the following method is used for strengthening desirable behavior?

► Negative Reinforcement

► Neutral Reinforcement

► Pleasant Reinforcement

► **Positive Reinforcement**

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

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**
- ► The desire to control & influence their behavior

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

Who developed ERG theory?

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

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

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**

► Safety, physiological, esteem, social, and self-actualization

► Physiological, social, safety, esteem, and self-actualization

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

What are the three key elements of motivation?

► Interest, activity and reward

► Awareness, effort and outcome

► Stimulation, progress and achievement

► **Intensity, direction and persistence**

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

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

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

► Prototyping

► Contrast effect

► Halo effect

► **Projection**

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

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

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

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

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

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**

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

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**

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

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

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

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

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

All of the following are sources of the values **EXCEPT:**

► External Reference Groups

► Role Models

► **Achievement**

► Teachers

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

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

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

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

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

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

► Positive reinforcement

► Extinction

► Negative reinforcement

► **Punishment**

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

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

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

Which of the following are identified as new managerial functions?

► Planning and organizing

► Leading and controlling

► Directing and monitoring

► **TQM and continuous improvement**

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

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

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

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**

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

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

► **Planning**

► Organizing

► Leading

► Controlling

Question No: 41 (Marks: 10)

What are the common skills exhibited by an effective manager?

ANSWER:

Skill: Skill is defined as an ability to act in a way that allows a person to highly perform his roles.

Skills required by Effective Manager:

There are various skills which must be possessed by a manager in order to be effective. Some of such skills are listed below

- Define proper goals for everyone.
- Must plan and organize the work properly so that it flows smoothly.
- Enables proper communication in all directions.
- Promotes participation of individuals
- Provide honest feedback
- Empower and delegate the important tasks to subordinates
- Have full control over the whole process
- Motivate the subordinates to goal achievement
- Exhibits technical as well as administrative expertise to answer related questions.
- Facilitates work through teams and proper training

- Keep the activities move by following the schedule and deadlines.
- Rewards good performances

MIDTERM EXAMINATION

Spring 2009

MGT502- Organizational Behaviour (Session - 1)

Time: 60 min

Marks: 50

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

The opinion or belief segment of an attitude is described by which component of attitude?

► **Cognitive**

► Affective

► Behavioral

► Behavior intension

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

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

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

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

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

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

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

The Big Five model is related to _____

► Perception

► **Personality**

► Experience

► Culture

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

Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?

► **Extroversion**

► Openness to experience

► Emotional stability

► Agreeableness

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

Which of the following is NOT one of the traits according to the Big Five Model?

- ► Conscientiousness
- ► Extroversion
- ► Agreeableness
- ► **Self actualization**

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

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

- ► Felt Emotions
- ► Displayed Emotions
- ► Moods
- ► **Emotional Intelligence**

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

Which of the following is **NOT** one of the six universal emotions, as agreed upon by most contemporary researchers?

- ► Anger
- ► Fear
- ► **Hate**

► Sadness

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

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

► Directive

► Analytical

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

"Just because he was late in his first class, his teacher thinks he is irresponsible student". Which error teacher has commited in this case?

► Selective perception

► Stereotyping

► **Hallo effect**

► Social perception

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

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

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

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.

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

According to attribution theory, if someone shows different behaviors in different situations then this can be termed as_____.

► Consensus

► **Distinctiveness**

► Reliability

► Consistency

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

Which of the following statement **best** describes “motivation?”

► Results in a level of efforts put by a group

► Intensifies an individual’s efforts from others

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

► Meets an individual’s needs, wants and demnands

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

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

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

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**

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

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

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

What continuum in the two-factor theory is made up of the hygiene factors?

► No dissatisfaction to dissatisfaction

► No dissatisfaction to satisfaction

► **Satisfaction to no satisfaction**

► Satisfaction to dissatisfaction

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

Which of the following is NOT a biographical characteristic?

► **Region**

► Age

► Sex

► Tenure

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

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

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

What does MBO provide for the individual employee?

► **Specific performance objectives**

► Precise job descriptions

► Clear direction and purpose

► Higher salaries

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

Who sets MBO objectives?

► The immediate supervisor

► The superior and subordinate

► **The head of department**

► The employees themselves

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

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

Wage incentive plans, flextime, ► piece-rate

Piece-rate, wage incentive plans, gain ► sharing

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

Retirement benefits, extended vacations, ► flextime

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

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

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

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

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

Teams typically outperform individuals when the tasks being completed _____

Require multiple skills ►

Require judgment ►

Require experience ►

All of the given options ►

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

Team members with good listening, feedback, and conflict resolution skills possess _____.

Technical expertise ►

Problem-solving skills ►

Decision-making ► skills

Interpersonal skills ►

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

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 ►

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

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

Speed ►

Creativity ►

Acceptance ►

Quality ►

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

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

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

Which of the following is a behavioral theory of leadership?

Trait theory ►

Fiedler model ►

Ohio ► State studies

Equity Theory ►

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

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 ►

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

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

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

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 ►

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

The means by which a communication is passed is called:

Medium ►

Instrument ►

Conductor ►

Transmission ►

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

Bulletin, notice boards, circulars are considered to be which type of communication?

Upward communication ►

Downward ► communication

Horizontal communication ►

Lateral communication ►

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

Which of the following is an important nonverbal component of communication?

Written memo ►

Paraphrase ►

Eye contact ►

E-mail ►

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

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 ►

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

The _____ network best serves to promote high member satisfaction.

Direct ►

Circle ►

Wheel ►

All-channel ►

Question No: 41 (Marks: 10)

What are the common skills exhibited by an effective manager?

A skill is an ability to act in a way that allows a person to perform highly in her or his role. Managers need three types of skills:

1. **Conceptual Skills**
2. **Human Skills**
3. **Technical Skills**

1. Conceptual skills to analyze and diagnose a situation to distinguish between cause and effect;

2. Human skills to understand, work with, lead, and control the behavior of individuals and groups

3. Technical skills job-specific knowledge and techniques required to perform an organizational role.

Effective managers need all three types of skills—conceptual, human, and technical. For example,

Entrepreneurs often are technically skilled but lack conceptual and human skills. Scientists who become managers have technical expertise, but low levels of human skills.

Management Skills

Robert Katz has identified three essential management skills: technical, human, and conceptual.

1. 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.

2. Human Skills

• The ability to work with, understand, and motivate other people, both individually and in

groups, describes human skills. Many people are technically proficient but interpersonally incompetent

3. Conceptual Skills

1. The mental ability to analyze and diagnose complex situations

2. Decision making, for example, requires managers to spot problems, identify alternatives

that can correct them, evaluate those alternatives, and select the best one.

<u>Skills Exhibited by an Effective Manager</u>

1. Clarifies goals and objectives for everyone involved

2. Encourages participation, upward communication, and suggestions

3. Plans and organizes for an orderly work flow

4. Has technical and administrative expertise to answer organization-related questions

5. Facilitates work through team building, training, coaching and support

6. Provides feedback honestly and constructively

7. Keeps things moving by relying on schedules, deadlines, and helpful reminder

8. Controls details without being over-bearing

9. Applies reasonable pressure for goal accomplishment

10. Empowers and delegates key duties to others while maintaining goal clarity and commitment

11. Recognizes good performance with rewards and positive reinforcement