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FINALTERM EXAMINATION
Spring 2010
MGT502- Organizational Behaviour (Session - 4)

Time: 90 min
Marks: 69

Question No: 1 (Marks: 1) - Please choose one
Why is decision making a perceptual issue?

► Decision making is generally by consensus
► **Decision making occurs as a reaction to a problem**
► There may be more than one way to solve a problem
► For a decision, a problem must be perceived to exist

Question No: 2 (Marks: 1) - Please choose one
Much of the compensation of traders at Zest, a metals trading company, is in the form of stock options. The amount of options distributed is based on the company's net profits. What sort of compensation plan is this?

► **Profit-sharing**
► Gain sharing
► Merit based
► Employee ownership

Question No: 3 (Marks: 1) - Please choose one
Fahad, Zain and Usama work in different departments, but often take lunch together. They are an example of what type of group?

► Formal
► **Informal**
► Command
► Task

Question No: 4 (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: 5 (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

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Question No: 6 (Marks: 1) - Please choose one
A threatened strike action by a labor union to force the management to accept their demands is an example of which of the following power?

- ► Referent power
- ► Legitimate power
- ► Reward power
- ► **Coercive power**

Question No: 7 (Marks: 1) - Please choose one
Which of the following conflicts are almost always dysfunctional?

- ► Task
- ► Job
- ► **Relationship**
- ► Process

Question No: 8 (Marks: 1) - Please choose one
Which of the following would be an example of an organization split up functionally?

- ► **A computer company divides its employees according to the manufacturing, sales, customer service, and product development.**
- ► A department store divides its employees by Southern, Western, Eastern and Northern regions
- ► An office supply store divides its employees according to individual customer services and corporate customer services.
- ► A car company divides its employees into car models. Employees are responsible for development, marketing, and sales.

Question No: 9 (Marks: 1) - Please choose one
Which of the following statement is TRUE with regard to boundary less organizations?

- ► **These organizations attempt to emulate simple structure**
- ► These remove the horizontal boundaries of management
- ► These do not adopt participative decision making style
- ► Team members will be rewarded for mastering multiple skills

Question No: 10 (Marks: 1) - Please choose one
Which of the following characterizes non-routine or complicated technologies?

- ► High task variety and high task analyzability
- ► Low task variety and high task analyzability
- ► Low task variety and Low task analyzability
- ► **High task variety and low task analyzability**

Question No: 11 (Marks: 1) - Please choose one
Implementing ISO often gives the following advantages *EXCEPT:*

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► Create a more efficient, effective operation
► Increase customer satisfaction and retention
► **►Reduce international trade**
► Reduce waste and increases productivity

Question No: 12 (Marks: 1) - Please choose one
Setting Goals, establishing and communicating elements and standards is called:
► **Planning**
► Developing
► Monitoring
► Leading

Question No: 13 (Marks: 1) - Please choose one
---------- is a management strategy aimed at embedding awareness of quality in all organizational processes.
► Development
► Standards
► Benchmarking
► **TQM**

Question No: 14 (Marks: 1) - Please choose one
A manager, who knows how to conduct business across borders, appreciates diverse beliefs, values and behaviours are called _____.

► **Global Manager**
► Manager Relations
► Business Promotion Manager
► Human Resource Manager

Question No: 15 (Marks: 1) - Please choose one
All of the following include the ways stress can be shown **EXCEPT:**
► Physiological symptoms
► Psychological symptoms
► **Cultural symptoms**
► Behavioral symptoms

Question No: 16 (Marks: 1) - Please choose one
All of the following are advantages of internal change agents **EXCEPT:**
► Better Knowledge of the organization
► Available more quickly
► **May be close to the problem**
► Requires lower out of pocket costs

Question No: 17 (Marks: 1) - Please choose one
A sales person's performance is judged on the basis of overall sales volume, number of customers increased or new accounts established with company; identify which one of the following is being judged in this case?
► Behavior
► Traits
► **Individual task outcomes**
► None of the above

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Question No: 18 (Marks: 1) - Please choose one
Which characteristic is **NOT** reflective of subcultures?

- ► **Includes core values of the organization**
- ► Typically defined by department designations
- ► Includes values shared only within the organization
- ► Includes values unique to members of a department or group

Question No: 19 (Marks: 1) - Please choose one
Which of the following typically contain(s) a narrative of events about the organization's founders, rule breaking, or reactions to past mistakes?

- ► **Stories**
- ► Rituals
- ► Language
- ► Reflections

Question No: 20 (Marks: 1) - Please choose one
Which one of the following is not listed as a tactic for dealing with resistance to change?

- ► **Acceleration**
- ► Manipulation
- ► Participation
- ► Education

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Question No: 21 (Marks: 1) - Please choose one
Which of the following is/are considered necessary for the development of Objectives?

- ► Measurable
- ► Realistic
- ► Time-based
- ► **All of the given options**

Question No: 22 (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: 23 (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

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Question No: 24 (Marks: 1) - Please choose one
Which of the following is true for the people who adopt a thinking style based on logics and rationality?

- **They process information serially**
- They perceive things as a whole
- They perceive things on the basis of past experiences
- Their decisions depend upon situation

Question No: 25 (Marks: 1) - Please choose one
Which of the following are more likely to engage in impression management, molding their image to fit the situation?

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

Question No: 26 (Marks: 1) - Please choose one
SMHL Hospital has only one X-ray machine. The staff at emergency room claims to have the greatest need for the machine, but the surgeons in the operating room demand ready access to the machine. The conflict between these two groups is a result of which of the following?

- Personality clashes
- Different goals
- **Scarce resources**
- Excessive competitiveness

Question No: 27 (Marks: 1) - Please choose one
Which approach to conflict management would be most appropriate for a culture that values collectivism?

- Competing
- Avoiding
- Accommodating
- **Collaboration**

Question No: 28 (Marks: 1) - Please choose one
Which of the following statements about gender difference in leadership is correct?

- There is no difference in leadership on the basis of gender
- Women leaders are not good at negotiation
- Men leaders seem to be more supportive and patient
- **Women tend to adopt democratic leadership style**

Question No: 29 (Marks: 1) - Please choose one
Which of the following conflict-handling orientation represents a desire to maximize the joint outcomes of two parties involved in conflict?

- Avoidance
- Collaboration

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- Accommodation
- **Compromise**

Question No: 30 (Marks: 1) - Please choose one
Which of the following best describes the structure of an organization?

- The basic purpose of the organization
- **A system of task, reporting, and authority relationships**
- A system of relationships that provides a framework of people
- The basis through which individual activities are monitored

Question No: 31 (Marks: 1) - Please choose one
When individuals or groups throughout the hierarchy participate in decision making, authority is considered to be:

- Formalized
- Efficient
- Specialized
- **Decentralized**

Question No: 32 (Marks: 1) - Please choose one
Job rotation and cross training are variations of which of the following?

- Job enrichment
- **Job enlargement**
- Specialization
- Work specialization

Question No: 33 (Marks: 1) - Please choose one
Which of the following is the process by which newcomers are transformed from outsiders to effective, participating members of the organization?

- Recruitment
- The interview process
- **Organizational socialization**
- Ceremonies

Question No: 34 (Marks: 1) - Please choose one
Which of the following is the individual source of resistance to change?

- Structural inertia
- Threat to expertise
- **Economic threat**
- Threatened power

Question No: 35 (Marks: 1) - Please choose one
Which of the following is the organizational source of resistance to change?

- Fear of unknown
- Economic threat
- **New social relationship**
- Resource limitation

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

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Pakistan's Sport goods industry was accused of child labor due to which Pakistan had to bear huge losses in exports. This issue was highlighted due to which of the following factors?

- International Standards
- Globalization
- Ethics in organizations
- **All of the given options**

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

Usman and Awais are procurement engineers in ABC Corporation. Both have same experience and education. The responsibilities of both are same. But Usman is earning more because of the personal relationships with their boss. Which of the following may be the reason of organizational stress for Awais?

- Salary
- Supervisor
- **Injustice**
- Safety

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

Job rotation, understudy assignments, apprenticeship and formal mentoring programs are examples of which of the following?

- **On the job training**
- Off the job training
- Simulation training
- Vestibule training

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

Performance appraisals can fail due to all of the following reasons **EXCEPT:**

- **Providing employees with proper feedback**
- Lack of appraisal skills
- Lack of proper information
- Unclear language

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

Which of the following management function is involved in the process of motivating organization's members to work together toward the organizational goals?

- Planning
- Organizing
- **Leading**
- Controlling

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

Mr. Ahmed started his career as a clerk, now after 6 years of hard work he has earned the position of finance manager. He believes that all his success is because of his own hard work and devotion. Ahmed has:

- Self-efficacy
- Internal locus of control

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► Emotional intelligence
► **High self-esteem**

Question No: 42 (Marks: 1) - Please choose one
Which of the following is the complex human reaction to personal achievement or setbacks that may be felt and displayed by a person?

► Attitude
► **Emotions**
► Value
► Perception

Question No: 43 (Marks: 1) - Please choose one
Mr. Usman wants secure physical and emotional environment and freedom from the threat like violence. According to Marlow's hierarchy of need theory he is at which of the following need?

► Social
► **Safety**
► Self-esteem
► Self-actualization

Question No: 44 (Marks: 1) - Please choose one
Mr. Usman is the part of the team whose members takes the responsibility for their work, monitor their own performance and alter their behaviors when required to solve a problem. Usman is the member of which of the following team?

► **Self-Managed team**
► Problem solving team
► Cross functional team
► Virtual team

Question No: 45 (Marks: 1) - Please choose one
All of the following are examples of downward communication flow **EXCEPT:**

► Managers informing employees of procedures
► Managers pointing out problems that need attention
► **Employees completing attitude surveys**
► Managers telling employees to work more quickly

Question No: 46 (Marks: 1) - Please choose one
ABC Corporation is a multinational organization, dealing in almost 100 different divisions which consist of almost 800 products. ABC Corporation has given almost complete authority to its 100 operating divisions to develop and market their own products. It is an example of which of the following?

► Centralization
► **Decentralization**
► Formalization
► Unity of command

Question No: 47 (Marks: 1) - Please choose one
If an organization confronts a situation with scarce resources, large amounts of change, and many competitors, the situation would be considered as which of the following?

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► With strategic disadvantage
► Where profit will be easy to achieve
► **Of high environmental uncertainty**
► Where a task oriented leadership style is necessary

Question No: 48 (Marks: 1) - Please choose one
Mr. Ali is a marketing manager of ABC Corporation. He asked MR. Usman, sales manager, to help him in a project and promised him that he will help him when he would need without bringing it into the notice of their supervisors. Both of them are involved in which of the following type of politics?

► Managing impression
► Controlling information
► Cultivating networks
► **Creating obligation**

Question No: 49 (Marks: 3)
What are the challenges faced by global managers?

ANSWER:
Global managers mean a person who does job between two or more countries. In this time global managers are facing different challenges. To be successful manger has to tackle these challenges.

There are several challenges faced by global managers such as:

Environment
Religion
Culture
Work attitude.
Family issues
Diversity

Question No: 50 (Marks: 3)
How strong organizational cultures have great influence on the behavior of its employees?

Question No: 51 (Marks: 5)
Describe the importance of work specialization and chain of command in an organization's performance.

Question No: 52 (Marks: 5)
Why continuous learning has become so important for high performance cultures?

Question No: 53 (Marks: 5)
Sometimes resistance to change is in the favor of the organization. Do you agree with this statement or not? Give logical reasons to support your answer.

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