Composed & Solved

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FINALTERM EXAMINATION

Fall 2009

MGT502- Organizational Behaviour (Session - 2)

Solved By MAHA SHAH

Time: 120 min
Marks: 92

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

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

► Community
► **Organization**
REF: www.slideshare.net/.../organizational-behavior-session-1
► Partnership
► Treaty

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

Which of the following are identified as new managerial functions?

► Planning and organizing
► Leading and controlling
► Directing and monitoring
► **TQM and continuous improvement**
REF: PAGE#8

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

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

► Mechanism
► **Technology**
REF: HRM handouts Page#12
► Operational system
► Information system

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

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

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► Inductive reasoning
► Spatial visualization
► **Deductive reasoning**
► Perception

REF: **Organisational behaviour: global and Southern African perspectives**
By Stephen P. Robbins

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

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

► Caring and dependable
► **Flexible and risk taker**

REF: PAGE#35

► Outgoing and talkative
► Tolerant and self-hearted

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

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

► **Emotional Intelligence**

REF#1 PAGE#21
REF#2 http://www.slideshare.net/cherylking/emotional-intelligence-2375838

► Emotional Constraints
► Affective Emotions
► Cognitive dissonance

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

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

► **Bounded Rational**

REF: PAGE#53

► Three Component Model
► Contingency
► Rational

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

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

► **Equity theory**

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REF: PAGE#65

- ► Expectancy theory
- ► Reinforcement theory
- ► Two Factor theory

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

Which of the following is NOT a biographical characteristic?

► **Region**

REF: PAGE#16

- ► Age
- ► Sex
- ► Tenure

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

What does MBO provide for the individual employee?

► **Specific performance objectives**

REF: http://www.citeman.com/7999-management-by-objectives-mbo/

- ► Precise job descriptions
- ► Clear direction and purpose
- ► Higher salaries

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

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

- ► Informal
- ► Friendship
- ► Interest
- ► **Formal**

REF: PAGE#79

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

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

- ► A research and development team
- ► A self-managed work team
- ► A problem solving team
- ► **A virtual team**

REF: PAGE#89

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

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

► **Initiating structure and consideration**

REF: PAGE#106

► Employee-oriented and production-oriented
► Concern for people and concern for production
► Operant conditioning and classical conditioning

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

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

► Decoding
► **Feedback**

REF: ENG301

► Channel
► Encoding

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

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

► **Informing employees of policies**

REF#1: http://ivythesis.typepad.com/term_paper_topics/2009/09/define-and-give-examples-of-downwards-upwards-and-horizontal-organizational-communication-discuss-th.html

REF#2: ENG 301

► Suggestion boxes
► Grievance procedures
► A letter to your boss

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

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

► Filtering
► Defensiveness
► **Selective perception**

REF: PAGE#97

► Selective selection

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

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

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► **Contingency**

REF: PAGE#109

► Path-goal
► Leader-participation
► Cognitive arousal

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

The transactional and transformational leadership should be viewed as:

► **Opposing approaches to accomplishing goals**

REF: http://ezinearticles.com/?Transformational-Transactional-Leadership&id=3710951

► Subcomponents of situational leadership
► Building blocks of charismatic leadership
► Cumulative forms of leadership

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

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

► Integrity
► Consistency
► **Loyalty**

REF: http://www.bing.com/Dictionary/search?q=define+loyalty&FORM=O2CC

► Reliability

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

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

► **Deterrence-based**

REF: PAGE#112

► Knowledge-based
► Identification-based
► Supposition-based

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

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

► **Coercive**

REF: PAGE#114

► Legitimate
► Positional
► Authoritative

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

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

► Personal
► Organizational
► **Legitimate**

REF: PAGE#114

► Positional

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

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

► **Referent**

REF: PAGE#114

► Expert
► Legitimate
► Personal

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

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

► Communication
► **Structural**

REF: http://www.zainbooks.com/books/management/leadership-and-team-management_32_conflict-in-team.html

► Personal-variable

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► Job-related

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

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

► High motivation of the disputing parties
► Shared perceptions of the mediator as coercive
► Shared perceptions of the mediator as biased
► Extensive experience of the mediator

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

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

► Centralization
► Decentralization
REF: http://en.allexperts.com/q/Management-Consulting-2802/2008/9/decentralisation-delegation.htm
► Departmentalization
► Simple organizations

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

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

► Organic structure
► Matrix structure
► Mechanistic structure
REF: www.whitehorn-consulting.co.uk/assets/71/S6+D3.pdf
► Functional structure

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

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

► Product departmentalization
► Geographical departmentalization

► Functional departmentalization
REF:
http://www.unc.edu/courses/2006fall/sowo/804/957/Readings/orgstructureanddesign.htm
► Process departmentalization

Note: Solve these papers by yourself
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Question No: 29 (Marks: 1) - Please choose one

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

- ►These organizations attempt to emulate simple structure
- **►These remove the horizontal boundaries of management**

REF: http://www.scribd.com/doc/7220239/Contemporary-Organizational-Designs

- ►These do not adopt participative decision making style
- ►Team members will be rewarded for mastering multiple skills

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

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

- ►Suppliers, competitors, job design
- ►Suppliers, job design, customers
- ►Environment, economic forces, competitors
- **►Environment, technology, and human resources**

Ref: http://wps.prenhall.com/bp_george_ob_4/24/6394/1636980.cw/index.html
MCQ#3

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

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

- ►Workers can think out their own way of tackling the task
- ►Change their pattern of working when they want
- ►Feel more responsible for achieving the end product
- **►All of the given options**

REF: http://www.blurtit.com/q175319.html

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

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

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

REF: http://wps.prenhall.com/bp_george_ob_4/24/6394/1636980.cw/index.html

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

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

- ►Discovery
- **►Dreaming**

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

- ►Design
- ►Destiny

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

In practice, organizations use interviews _____.

- **►To determine applicant-organization fit**

REF:
http://webcache.googleusercontent.com/search?q=cache:97C-8jECJpcJ:users.cba.siu.edu/lin/MGMT341/documents/studyguide18.doc+%22In+practice,+organizations+use+interviews%22&cd=10&hl=en&ct=clnk&gl=pk

- ►Solely to assess specific, job relevant skills
- ►To manipulate an applicant's image of the company
- ►To assess a candidate's credit history

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

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

- ►Analyzing HR metrics and measurements
- ►Recruiting and selecting employees
- **►Responding to goals and objectives set by executives**

REF: HRM handouts

- ►Complying with laws, policies, and procedures

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

Performance is a function of which of the following factors?

- ►Skill, willingness to act and reward
- **►Ability, motivation and opportunity**

REF: PAGE#21

- ►Knowledge, skills and abilities
- ►Tasks, incentives and rewards

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

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

- ▶ Multi cultures
- ▶ National Cultures
- ▶ Dominant Cultures
- ▶ **Subcultures**

REF:
http://webcache.googleusercontent.com/search?q=cache:h4hWOpbjUX8J:oocities.com/obmsm6302/OBDQA4.doc+Cultures+within+an+organization,+typically+defined+by+department+designations+and+geographical+separation+are+called&cd=1&hl=en&ct=clnk&gl=pk

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

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

- ▶ **Includes core values of the organization**

REF: PAGE#171

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

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

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

- ▶ Massive changes
- ▶ A dynamic environment
- ▶ An unknown environment
- ▶ **A stable environment**

REF:
http://webcache.googleusercontent.com/search?q=cache:lieHZUmkTOYJ:www.sba.pdx.edu/faculty/randhiw/302/Chap16.doc+Consistency+of+behavior+is+an+asset+to+an+organization&cd=2&hl=en&ct=clnk&gl=pk

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

Looking for better way to stay is called:

- ▶ Reactive change

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- **►Anticipatory change**

REF: PAGE#179

- ►Radical Change
- ►Incremental Change

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

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

- **►Planned change**

REF: PAGE#178

- ►Unplanned change
- ►Evolutionary change
- ►Revolutionary change

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

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

- ►Exploitation
- ►Cooptation
- ►Manipulation
- **►Coercion**

REF: PAGE#182

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

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

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

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

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

- **►Felt**

REF: PAGE#39

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- ▶Displayed
- ▶Conditional
- ▶Exposed

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

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

- **▶Downward communication**
- ▶Lateral communication
- ▶Directional communication
- ▶Diagonal communication

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

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

- ▶Pay
- ▶Work assignments
- ▶Promotion
- **▶Transfer**

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

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

- ▶Referent
- ▶Legitimate
- ▶Reward
- **▶Expert**

REF: http://www.tpub.com/content/advancement/14144/css/14144_68.htm

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

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

- ▶Referent
- **▶Legitimate its sure**
- ▶Expert
- ▶Coercive

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

Which of the following best describes a leader?

- ▶Being a leader also means being a manager
- ▶Leaders can emerge from with in a group

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- ►Leaders are appointed to their positions
- **►Leaders influence others beyond the formal authority**

REF: http://www.leadership-studies.com/lsw/definitions.htm

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

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

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

REF:
Women, however, appear to be more democratic or participative than men as leaders. **Handouts**

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

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

- ►Organizational goals
- **►Organizational structure**

REF: PAGE#143

- ►Organizational system
- ►Organizational charts

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

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

- **►Departmentalization**

REF:
http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA411&lpg=PA411&dq=Which+of+the+following+is+the+manner+in+which+divided+tasks+are+combined+and+allocated+to+work+groups&source=bl&ots=TPpR9lWhaU&sig=y6GbbhcFlTXTKZnoqs4HeM403mU&hl=en&ei=XQlXTPGGLM25rAf1lanzAw&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q&f=false

- ►Specialization
- ►Formalization
- ►Standardization

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

Environmental uncertainty exists when managers:

- ►Relax the constraints on product demand
- ►Attempt to simplify the general environment

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- ▶Attempt to stabilize the task environment
- **▶Have difficulty predicting the impact of environmental factors**

REF: PAGE#153

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

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

- **▶Job enrichment**

REF: http://en.wikipedia.org/wiki/Job_enrichment

- ▶Job enlargement
- ▶Job rotation
- ▶Cross-training

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

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

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

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

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

- ▶People
- **▶Technology**

Ref: www.rickyszeto.com/note/psychology/Chapter%2014.doc

- ▶Communication
- ▶Social

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

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

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

REF: PAGE#177

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

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

- ▶Structural inertia

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- ▶Threat to expertise
- **▶Dislike of change agent**

REF: Coz its based on perception page#182

- ▶Threatened power

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

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

- ▶Fear of unknown
- ▶Economic threat
- ▶New social relationship
- **▶Threatened power**

REF: PAGE#182

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

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

- ▶Changing values
- ▶Changing nature of workforce
- ▶Knowledge explosion
- **▶Rapid product obsolescence**

REF: http://en.wikipedia.org/wiki/Obsolescence

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

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

- ▶Process Consultation
- **▶Survey feedback**

REF:
http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA511&lpg=PA511&dq="gathered,+analyzed,+summarized+and+returned+to+those+who+generated+"&source=bl&ots=TPpR9fZdeQ&sig=FAF6ptsgL2Om371B9BzK0F45Es0#v=onepage&q=%22gathered%2C%20analyzed%2C%20summarized%20and%20returned%20to%20those%20who%20generated%20%22&f=false

- ▶Inter-group development
- ▶Sensitivity Training

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

Textile industry of Pakistan is facing huge losses due to the downfall of electricity.

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These conditions are causing great stress among the employees and owners of textile mills. Which of the following is the potential source of stress in this scenario?

- **►Economic uncertainty**
- ►Technological change
- ►Political uncertainty
- ►Task demand

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

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

- ►Planning
- ►Monitoring
- **►Rewarding**
- ►Rating

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

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

- ►Taking career development initiatives
- **►Polishing leadership qualities**

REF: http://webcache.googleusercontent.com/search?q=cache:YrdENa3n-FwJ:themirs.net/HRM/HRM%252022324.ppt+%22HR%E2%80%99s+role+in+career+development%22&cd=3&hl=en&ct=clnk&gl=pk

- ►Matching individual and organization needs
- ►Identification of career opportunities

FINALTERM EXAMINATION
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Solved by MAHA SHAH

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

A relatively permanent change in behavior occurring as a result of experience is called:

- **► Learning** **Page#22**
- ► Grooming
- ► Performance
- ► Motivation

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

Mr. Afaq is working in sales department of Star Corporation. He gave a personal report to the general manager. In report he pointed out that the sales staff are not performing their due responsibilities. Afaq's attitude is showing which of the following component?

► Cognitive
► **Affective** **Page#29**
► Behavioral
► None of the given option

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

Which of the following are sources of shaping the attitudes?

► Heredity
► Observations
► Friends and co workers
► **All of the given option** **Concepts from Lecture#7**

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

The Globe Framework for assessing cultures includes all EXCEPT:

► Future Orientation
► **Work Moods** **Page#26 & 27**
► Power Distance
► Gender Differentiation

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

Which of the following is NOT a factor in the individual perceiver?

► Attitude
► Motive
► **Location** **Page#44**
► Perception

Question No: 6 (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** **Page#53**

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

Which of the following statement is true regarding "intuitive decision making"?

► A logical process
► **An unconscious process** **Page#54**
► A satisficing process
► An effective process

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

According to the goal-setting theory of motivation, highest performance is reached when goals are set to which level?

► Impossible but inspirational
► **Difficult but attainable**

REF:
http://books.google.com.pk/books?id=l8j_z5-qZfAC&pg=PA97&lpg=PA97&dq=According+to+the+goal-setting+theory+of+motivation,+highest+performance+is+reached+when+goals+are+set+to+which+level%3F&source=bl&ots=iBv1y1DIX2&sig=nCewIqpoDFsq-g6egNcWsVT_IYg&hl=en&ei=p9NYTOGdMoiKcanktPwI&sa=X&oi=book_result&ct=result&resnum=5&ved=0CCoQ6AEwBA#v=onepage&q&f=false
--

► Easily attained

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

How is gain sharing an improvement on profit sharing?

► **It focuses on productivity gains rather than profits** **Page#73**
► It rewards specific behaviors
► It does not distribute profits, only gains in profits
► It rewards behaviors that are less influenced by external factors

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

Which of the following has **Not** been shown to be a benefit of flextime?

► **Reduced absenteeism**

REF: http://www.brighthub.com/office/entrepreneurs/articles/75899.aspx
► Improved productivity
► Decreased satisfaction
► Improved promptness

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

Which of the following statement is true regarding brainstorming?

► A technique to handle disputes
► **A process for generating ideas** **REF: Page#91**
► A strategy formed without consensus
► A strategy formed with consensus

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

Which of the following are members of an organization with authority to influence other members to achieve organizational goals?

► **Formal leaders** **REF: Page#103**
► Informal leaders
► Managers
► Followers

Question No: 13 (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**

REF: http://home.netvigator.com/~judge/mgt.all/leader-quiz.htm

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

Which of the following leadership styles explored by Kurt Lewin?

► **Autocratic, democratic and laissez-faire**

REF:
http://atlantis.mendocino.edu/rhock/ROGER%20HOCKS%20COURSES%20%20SPRING%202009/205-de-telecourse-GUIDE.pdf

► Production oriented and employee oriented
► Initiating structure and consideration
► Rational, task oriented and expressive

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

According to the University of Michigan studies, which of the following is used to

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define a leader who takes personal interest in the needs of his/her subordinates?

► Situation-oriented
► **Employee-oriented** **Page#106**
► Production- oriented
► Task-oriented

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

Which path-goal leadership style leads to greater satisfaction when tasks are ambiguous or stressful?

► Supportive
► Participative
► Reactive
► **Directive** **Page#109**

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

Trust and trustworthiness affect a leader's access to:
Select correct option:

►Dedication and achievement
►Persuasion and control
►Power and influence
►**Knowledge and cooperation**

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

Vroom and Yetton's leadership theory could also be described as a _____ theory.

► Trait
► Contingency
► Decision-making
► **Behavioral** **Page#66**

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

Positive Mood includes all the following feelings EXCEPT:
Select correct option:

►Excitement
►Enthusiasm
►**Hostility**

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►Overjoy

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

The managers of a multinational company are located in Taiwan, India, Brazil, and the United States. Which group decision-making technique seems most reasonable for this organization?
Select correct option:

►A postal service interaction
►A brainstorming session
►A nominal group
►An electronic meeting

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

Which of the following option shows the quality of continuing steadily despite of problems or difficulties?
Select correct option:

►**Persistence** **Page#60**
►Intensity
►Direction
►Meditation

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

Asad and Saad are working in a company. There occurs a conflict between the two due to different views on some decisions. Both are indulging in what type of conflict?

► **Interpersonal Conflict** **Page#124**
► Interorganizational Conflict
► Intergroup Conflict
► Person-role Conflict

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

Conflict a mother feels between being a friend to her children and also being a disciplinarian explains which of the following type of conflict?

► Intergroup Conflict
► Interpersonal Conflict
► **Interrole Conflict** **Page#124**
► Intrarole Conflict

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

The two general approaches to bargaining are known as:

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► Emotional and rational
► Affective and reflective
► **Distributive and integrative** **Page#132**
► Formal and informal

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

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

► BATNA
► **Distributive negotiation** **Page#132**
► Integrative negotiation
► Third party negotiation

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

Which of the following term defines how job tasks are formally divided, grouped, and coordinated?

► **Organizational structure** **Page#143**
► Work specialization
► Departmentalization
► Organizational behavior

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

The belief that "violence is wrong" is an evaluative statement. Such an opinion constitutes which of the following component of an attitude?
Select correct option:

► **Cognitive Page#28**
► Affective
► Behavioral
► Reflective

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

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

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▶These organizations attempt to emulate simple structure
▶**These remove the horizontal boundaries of management**
REF: http://www.scribd.com/doc/7220239/Contemporary-Organizational-Designs

▶These do not adopt participative decision making style
▶Team members will be rewarded for mastering multiple skills

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

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

▶Workers can think out their own way of tackling the task
▶Change their pattern of working when they want
▶Feel more responsible for achieving the end product
▶**All of the given options**
REF: http://www.blurtit.com/q175319.html

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

Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills is called _____.

▶**Soft skills**
REF: http://lordmitchelltraining.com/
▶Hard skills
▶Technical skills
▶None of the given options

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

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

▶**Planning**
▶Developing
▶Monitoring
▶Leading

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

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

▶Managing stress
▶**Stress Prevention** **Page#192**
▶Job stress
▶Stress management

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

Sensitivity training is also called:

- ►**Laboratory Training** **Page#185**
- ►Z- Groups
- ►Focus Groups
- ►None of the given options

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

Sabohi has a job which pays an excellent salary. She has a good relationship with her peers and her supervisors. She also likes the fact that the company policy fits well with what she personally believes, and that she has received considerable recognition for her achievements at the company. Which of these factors is 'MOST likely' responsible for the fact that Sabohi loves her job?
Select correct option:

- ►High compensation
- ►Good nature of peer relationships
- ►Good nature of supervisor relationships
- ►**Recognition for her achievements**

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

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

- ►**Critical incident methods**

Ref: The critical incident method of performance appraisal involved identifying and describing specific events (or incidents) where the employee did something really well or something that needs improvement
http://performanceappraisals.org/faq/criticalincident.htm

- ►Written essays
- ►Graphic rating scale
- ►Paired comparison

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

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

- ►Multi cultures

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- ▶National Cultures
- ▶Dominant Cultures
- ▶**Subcultures** **Page#171**

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

Which of the following is NOT one of the characteristics of Strong Cultures?

- ▶Have a great influence on the behaviors of its members
- ▶**Little alignment with organizational values** **Page#171**
- ▶An internal climate of high behavioral control
- ▶The organization's core values are both intensely held and widely shared

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

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

- ▶Includes core values of the organization
- ▶Typically defined by department designations
- ▶**Includes values shared only within the organization** **Page#171**
- ▶Includes values unique to members of a department or group

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

Which of the following statement is true regarding a dominant culture?

- ▶The sum of an organization's subcultures
- ▶Defined by the leader of an organization
- ▶**Synonymous with an organization's culture** **Page#171**
- ▶Likely to be a weak culture of an organization

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

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

- ▶The change would probably be more cautious
- ▶The change would probably be more drastic
- ▶**The change would probably be more objective** **Page#178**
- ▶The change would most likely be second order

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

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

- ▶**To determine applicant-organization fit**

REF:
http://humanresources.about.com/od/interviewing/Interviewing_Tips_and_Interviewing_Techniques.htm

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- ▶ Solely to assess specific, job relevant skills
- ▶ To assess a candidate's credit history
- ▶ To manipulate an applicant's image of the company

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

The managers can correct poor performance of employees by using which of the following technique?

- ▶ Recognition & Appreciation
- ▶ Job Enlargement / Enrichment
- ▶ Advancement
- ▶ **Establish the social contract** **PAGE#201**

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

The ability to do speedy and accurate arithmetic is called:

- ▶ Verbal Comprehension
- ▶ **Number aptitude**
- ▶ Perceptual Speed
- ▶ Memory

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

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

- ▶ Formal organization
- ▶ **Informal organization** **Page#12**
- ▶ Business organization
- ▶ Government organization

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

Ability to understand what is read or heard and the relationship of words to each other is called _____.

- ▶ **Verbal comprehension**
- ▶ Non verbal comprehension
- ▶ Perceptual speed
- ▶ Memory

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

According to McClelland, what is the need to make others behave in a way that they would not have behaved otherwise?

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- ▶**The need for power** **Page#63**
- ▶The need for achievement
- ▶The need for affiliation
- ▶The need for control

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

Mr.Muneeb is responsible for corrective actions when his organization faces important and unexpected disturbance. What management role is he playing?
Select correct option:

▶Negotiator
▶**Disturbance handler**
▶Resource Allocator
▶Dissemenator

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

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

- ▶Referent
- ▶**Legitimate**
- ▶Expert
- ▶Coercive

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

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

- ▶**Competing**
- ▶Compromising
- ▶Avoiding
- ▶Accommodating

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

Samina and Naeem are Senior managers of marketing depertment. Samina wants her department to grow and expand into new products. While Naeem feels that the department is already too big and should reduce its size and trim its product line. Samina and Naeem are experiencing which of the following conflict?

- ▶Legal conflict
- ▶**Task conflict**

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►Process conflict
►Relationship conflict

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

Shortcuts in judging others include all of the following except:
Select correct option:

►Stereotyping
►Halo effect
►Projection
►**Self-serving bias**

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

A person or group with a direct interest, involvement, or investment in organization is called _____.
Select correct option:

►Shareholder
►**Stakeholder**
►Stockholder
►Patron

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

If a person responds the same way over time, attribution theory states that the behavior shows:
Select correct option:

►Distinctiveness
►Consensus
►**Consistency**
►Continuity

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

Biological Characteristics included the following EXCEPT:
Select correct option:

►Marital Status
►Gender
►**Color**
►Age

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

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

- ►Work sample test
- ►**Interview**
- ►Background check
- ►Performance-simulation tests

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

Self-managed teams are typically comprised of how many members?
Select correct option:

- ►2-5
- ►5-10
- ►**10-15**
- ►Over 100

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

Job title, duties to be performed, the distinguishing characteristics of the job, environmental conditions and authority and responsibility of the jobholder is a common format for which of the following?

- ►**Job description** **Page#164**
- ►Job specification
- ►Job evaluation
- ►Job enrichment

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

Which of the following statements is NOT true about the difference between men and women when it comes to emotional reactions?
Select correct option:

- ►Women show greater emotional expression
- ►**Men express emotions more intensely**
- ►Women express emotions more intensely
- ►Men express anger more frequently

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

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

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- ▶Company Crisis
- ▶Changing work climate
- ▶Declining effectiveness
- **▶Workforce diversity**

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

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

- ▶Fear of unknown
- ▶Economic threat
- ▶New social relationship
- **▶Fixed investment**

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

Exchanging something of value for a lessening of resistance to change is best defined by which of the following tactics?

- ▶Conciliation
- **▶Negotiation**

REF:
http://www.explorehr.org/articles/Organization_Analysis/Overcoming_Resistance_to_Change.html

- ▶Cooptation
- ▶Manipulation

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

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

- ▶Process Consultation
- **▶Survey feedback**

REF:
http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA511&lpg=PA511&dq="gathered,+analyzed,+summarized+and+returned+to+those+who+generated+"&source=bl&ots=TPpR9fZdeQ&sig=FAF6ptsgL2Om371B9BzK0F45Es0#v=onepage&q=%22gathered%2C%20analyzed%2C%20summarized%20and%20returned%20to%20those%20who%20generated%20%22&f=false

- ▶Inter-group development
- ▶Sensitivity Training

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

What is generally considered to be the single "BEST" thing that managers can do to

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improve performance?
Select correct option:

- Set specific, challenging goals
- Allocate tasks depending on personality
- **Give abundant opportunities for employee growth**
- Concentrate on intrinsic rewards

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

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

- **Acceleration** **Page# 182**
- Manipulation
- Participation
- Education

FINALTERM EXAMINATION
Spring 2009
MGT502- Organizational Behaviour (Session - 3)

Solved by MAHA SHAH & HONEY G

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

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

- **Culture shock**
- Foreign culture
- Alien culture
- Adventure

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country (Handouts Page No. 14)

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

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

- **Memory**

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► Number Aptitude
► Deductive Reasoning
► Perceptual speed

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

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

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

Ref: Following a response by the termination or withdrawal of something unpleasant is called negative reinforcement http://www.citeman.com/1873-shaping-a-managerial-tool/

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

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

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

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

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

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

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

Ref: Defining Motivation
"The processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal" (Handouts Page No. 59)

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

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

► **Productivity**
► Likelihood of quitting

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► Work ethic
► Absenteeism

Ref: There is a widespread belief that productivity declines with age and that individual skills decay over time. (Handouts Page No. 17)

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

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

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

Ref: When complete, there will be a relatively clear hierarchy of leadership within the group (Handouts Page No. 80)

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

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

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

Ref: Amount of time required, because group is slower than individual to make a decision (Handouts Page No. 91)

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

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

► Educated
► Trained
► **Born**
► Authoritarian

Ref: http://home.netvigator.com/~judge/mgt.all/leader-quiz.htm (See the Question No.03)

Question No: 10 (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

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► He avoids face-to-face communication

Ref: http://www.cobocards.com/pool/cardset/7122523/bmo/ (See the Question No. 109)

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

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

► **The sender**
► The receiver
► The channel
► The encoder

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

The path-goal theory was developed by _____.

► **Robert House**
► Fred Fiedler
► Blake and Mouton
► Vroom and Yetton

Ref: One of the most respected approaches to leadership is the path-goal theory developed by Robert House. (Handouts Page No.109)

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

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

► Reward-based trust
► **Knowledge-based trust**
► Identification-based trust
► Deterrence-based trust

Ref: Knowledge-based trust
• Trust based on the behavioral predictability that comes from a history of interaction. (Handouts Page No. 112)

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

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

► Referent
► Information

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▶ Formal
▶ **Expert**

Ref: Expert Power:
• Expert power is "influence wielded as a result of expertise, special skill, or knowledge."
• Expertise has become a powerful source of influence as the world has become more technological. As jobs become more specialized, we become increasingly dependent on experts to achieve goals. (Handouts Page No. 115)

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

Leaders achieve goals, and power is:

▶ A goal in and of itself
▶ Usually used by poor leaders
▶ A means of achieving goals
▶ A strong influence on leaders' goals

Ref 1: Leaders achieve goals, and power is a means of facilitating goal achievement
http://books.google.com.pk/books?id=fZi5liZ0PaYC&pg=PA511&lpg=PA511&dq=Leaders+achieve+goals,+and+power+is&source=bl&ots=DonzFh_GO8&sig=78s309OktNfwIrvq4H0NEyXQN30&hl=en&ei=krFZTN6aEoaErAecnfzJDg&sa=X&oi=book_result&ct=result&resnum=4&ved=0CCIQ6AEwAw#v=onepage&q=Leaders%20achieve%20goals%2C%20and%20power%20is&f=false
Ref 2: Leaders use power as a means of attaining group goals. Leaders achieve goals, and power is a means of facilitating their achievement. (Handouts Page No.115)

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

Which of the following is least likely to create dependency?

▶ Scarcity of resources
▶ Non substitutability
▶ **Power legitimacy**
▶ Supply and demand

Ref: Ref: http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA330&lpg=PA330&dq=trust+and+trust-worthiness+modulate+the+leader's+access&source=bl&ots=0lxMKKCvoo&sig=f1E4hRn1EgLsy2q20EkGZMp1Lro&hl=en&ei=1nZYTNrRE8S1rAfqzZyOBQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBUQ6AEwAA#v=onepage&q=create%20dependency&f=false

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

Dependency is decreased when the resource you control is:

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- ▶Scarce
- ▶Important
- ▶Insufficient
- ▶Easily replaced

☼♏↗💻 [illegible]

IMPORTANT

SCARCE

NONSUBSTITUTABLE

http://webcache.googleusercontent.com/search?q=cache:rD8hQx17nloJ:www.andrews.edu/~schwab/ob-11.ppt+Dependency+is+decreased+when+the+resource+you+control+is&cd=7&hl=en&ct=clnk&gl=pk

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

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

- ▶Forming coalitions
- ▶**Symbolic protests**
- ▶Complaining to supervisors
- ▶Bypassing the chain of command

☼♏↗💻 [illegible]

COMPLAINTS TO THE SUPERVISOR

BYPASSING THE CHAIN OF COMMAND

FORMING COALITIONS

OBSTRUCTING POLICIES BY EXCESSIVE ADHERENCE TO THE RULES

http://webcache.googleusercontent.com/search?q=cache:rD8hQx17nloJ:www.andrews.edu/~schwab/ob-11.ppt+Which+of+the+following+is+a+form+of+illegitimate+political+behavior%3F&cd=1&hl=en&ct=clnk&gl=pk

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

Which bargaining strategy is preferable for use in intra-organizational behavior?

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- ▶Positive negotiation
- ▶Distributive bargaining
- **▶Integrative bargaining**
- ▶Equal bargaining

Ref 01: In terms of intra-organizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining. (Handouts Page No. 132)
Ref 02:
http://cwx.prenhall.com/bookbind/pubbooks/robbins2_ca/chapter13/multiple1/deluxe-content.html (See the question No. 21)

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

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

- ▶BATNA
- **▶Distributive negotiation**
- ▶Integrative negotiation
- ▶Third party negotiation

Ref: Distributive bargaining
• An example of distributive bargaining is buying a car:
a. You go out to see the car. It is great and you want it.
b. The owner tells you the asking price. You do not want to pay that much.
c. The two of you then negotiate over the price. (Handouts Page No. 132)

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

The focus of relationships in distributive bargaining is:

- ▶Accommodation
- ▶The long term
- **▶The short term**
- ▶Lose-lose

Ref: http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA330&lpg=PA330&dq=trust+and+trust-worthiness+modulate+the+leader's+access&source=bl&ots=0lxMKKCvoo&sig=f1E4hRn1EgLsy2q20EkGZMp1Lro&hl=en&ei=1nZYTNrRE8S1rAfqzZyOBQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBUQ6AEwAA#v=snippet&q=distributive%20bargaining%20&f=false

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

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

- ▶ Charming personalities quickly resolve the conflicts
- ▶ Competent individuals make excellent negotiations
- ▶ **Extraverts are less effective negotiators than introverts**
- ▶ Internal locus of control people are better negotiators

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

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

- ▶ Decision making
- ▶ Groupthink
- ▶ Brainstorming
- ▶ Group polarization

Ref: One of the most often cited problems is groupthink. Irving Janis, in his 1972 book *Victims of Groupthink*, defined the phenomenon as the "deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressure.
http://www.referenceforbusiness.com/management/Gr-Int/Group-Decision-Making.html

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

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

- ▶ It is not necessary for verbal communication
- ▶ It is difficult for receiver to understand
- ▶ It involves converting the idea into message
- ▶ **It follows the transmission of the message to receiver**

Ref: Encoding
"Translating the message into symbols or language that the receiver can understand" (Handouts Page No. 95)

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

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

- ▶ Political seasoning
- ▶ Coalition formation
- ▶ Legitimate authority
- ▶ **Organizational politics**

Ref: Organizational politics involves the use of power and influence for personal gain.
http://highered.mcgraw-hill.com/sites/0073659088/student_view0/chapter8/learning_objectives.html

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

To achieve a compromise approach, one needs to_____.

- ▶ Avoid overt disagreement
- ▶ Value openness and trust
- ▶ Dominate the other conflicting party
- ▶ Give up something of value

Ref: Compromising: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome. There is no clear winner or loser, and the solution provides incomplete satisfaction of both parties' concerns. (Handouts Page No. 126)

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

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

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

Ref: http://www.cobocards.com/pool/cardset/7122523/bmo/ (See the Question No. 67)

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

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

- ▶ It facilitates coordination in complex activities
- ▶ It facilitates the efficient allocation of specialists
- ▶ It eliminates the duplication of resources
- ▶ **It minimizes ambiguity in reporting**

Ref: Role & Authority Ambiguity: The dual reporting lines create a lot of confusion related to management role and authority demarcation within the structure.
http://www.practical-management.com/Organization-Development/Matrix-Structure.html

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

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

- ▶ **Planning**
- ▶ Developing
- ▶ Monitoring
- ▶ Leading

Ref: Planning
• Set Goals, Establish and communicate elements and standards

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(Handouts Page No. 198)

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

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

- ▶ Development
- ▶ Standards
- ▶ Benchmarking
- ▶ **TQM**

Ref: Total Quality Management
Total Quality Management (TQM) is a management strategy aimed at embedding awareness of quality in all organizational processes.
http://www.scribd.com/doc/3666199/Total-Quality-Management-TQM

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

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

- ▶ **Asthma**
- ▶ Bad moods
- ▶ Being irritable
- ▶ Defensiveness

Ref: Behavioral Symptoms
• Talking too fast or too loud
• Fiddling and twitching, nail biting, grinding teeth, drumming fingers, pacing, etc.
• Bad moods
• Being irritable
• Defensiveness (Handouts Page No. 190)

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

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

- ▶ **Bad moods**
- ▶ Faster heart beat
- ▶ Increased sweating
- ▶ Cool skin

Ref: Short-Term Physical Symptoms
• Faster heart beat
• Increased sweating
• Cool skin
• Cold hands and feet (Handouts Page No. 190)

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

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

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- ▶ Discovery
- ▶ Dreaming
- ▶ **Design**
- ▶ Destiny

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

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

- ▶ Analyzing HR metrics and measurements
- ▶ Recruiting and selecting employees
- ▶ **Responding to goals and objectives set by executives** **(Doubted)**
- ▶ Complying with laws, policies, and procedures

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

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

- ▶ Traditional career path
- ▶ Network career path
- ▶ Lateral skill path
- ▶ **Dual career path**

Ref: Dual-Career Path— A career-path method, that recognizes that technical specialists can and should be allowed to continue to contribute their expertise to a company without having to become managers. (Handouts page No. 166)

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

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

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

Ref: Subcultures tend to develop in large organizations to reflect common problems, situations, or experiences that members face:
• Defined by department designations and geographical separation

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• It will include the core values plus additional values unique to members of the subculture.
• The core values are essentially retained but modified to reflect the subculture.

Question No: 37 (Marks: 1) - Please choose one
Phrases such as "more cultural diversity," "many new entrants with inadequate skills" are all examples of which force for change?

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

Ref 01: http://www.slideshare.net/lelinh.tlu/organizational-behavior-session9
Ref 02: The changing nature of the workforce:
• A multicultural environment.
• Human resource policies and practices changed to attract and keep this more diverse workforce.
• Large expenditure on training to upgrade reading, math, computer, and other skills of employees (Handouts Page No. 178)

Question No: 38 (Marks: 1) - Please choose one
If an organization used an insider as a change agent, as opposed to an outside consultant then which of the following is true?

- ▶ The change would probably be more cautious
- ▶ The change would probably be more drastic
- **▶ The change would probably be more objective**
- ▶ The change would most likely be second order

Question No: 39 (Marks: 1) - Please choose one
Which of the following is the last step in job analysis process?

- ▶ Select representative positions to be analyzed
- ▶ Review relevant background information
- ▶ Analyze the job by collecting data on job activities
- **▶ Develop a job description and job specification**

Ref: f. Develop a job description and job specification from the job analysis information (Handouts Page No. 162)

Question No: 40 (Marks: 1) - Please choose one
Which of the following is **NOT** a strategy to reduce social loafing?

- ▶ Have group members evaluate each other's contributions

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- ►Keep work groups as small as possible
- ►Make individual contributions or levels of performance in a group identifiable
- **►Contributions of the group, not the individual, is most important**

Ref: Managers can reduce or eliminate social loafing by making individual contributions to a group identifiable so that individual performance can be evaluated and appropriate outcomes delivered. Group members can complete peer evaluations, or the level of group supervision can increase. (Handouts Page No. 82)

FINALTERM EXAMINATION
Spring 2009
MGT502- Organizational Behaviour (Session - 2)

Solved By MAHA SHAH & HONEY G

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

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

- ► Sociology
- **► Anthropology**
- ► Social work
- ► Social psychology

Ref: Anthropology
The study of societies to learn about human beings and their activities (Handouts Page No. 04)

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

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

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

Ref: Culture shock can include homesickness, and citizens living abroad tend to buy national newspapers or frequent stores or restaurants similar to those in the home country (Handouts Page No. 14)

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

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

- **►The perceiver**

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- ▶ The timing
- ▶ The context
- ▶ The situation

Ref: The perceiver's knowledge base is organized into schemas, abstract knowledge structures stored in memory that allow people to organize and interpret information about a given target of perception (Handouts Page No.43)

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

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

- ▶ There is no need to offer child-care to him; men aren't interested in child care
- ▶ Don't hire an older worker; they can't learn new skills
- ▶ **She was good at her last job, so she will be good at this one**
- ▶ She won't relocate for a promotion, since women don't relocate

Ref: Stereotyping—judging someone on the basis of our perception of the group to which he or she belongs. In organizations, we frequently hear comments that represent stereotypes based on gender, age, race, ethnicity, and even weight. (Handouts Page No.46)

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

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

- ▶ **Wage incentive plans, flextime, piece-rate**
- ▶ Piece-rate, wage incentive plans, gain sharing
- ▶ **Profit-sharing, lump-sum bonuses, extended vacations**
- ▶ Retirement benefits, extended vacations, flextime

Ref: Variable pay programs can take a range of forms, including annual incentives or bonus payments; individual incentive plans; lump-sum payments; technical achievement awards; cash profit-sharing plans; small group incentives; gain sharing; and payments for skill and knowledge

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

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

- ▶ MBO program
- ▶ Gain sharing plan
- ▶ **Employee stock ownership plan**
- ▶ Piece-rate plan

Ref: Employee Ownership occurs when a business is owned in whole or in part by its employees. Employees are often given a share of the business after a certain length of employment or they can buy shares at any time. http://en.wikipedia.org/wiki/Employee_ownership

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Question No: 7 (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: 8 (Marks: 1) - Please choose one

According to John Kotter, leaders establish direction by:

- ▶ Developing a vision of the future
- ▶ Inspiring people to overcome hurdles
- ▶ Aligning people by communicating their vision
- ▶ **All of the given options**

Ref: Leaders establish direction by developing a vision of the future; then they align people by communicating this vision and inspiring them to overcome hurdles. (Handouts page no. 102)

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

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

- ▶ **Consideration**
- ▶ Initiating structure
- ▶ Consensus-building
- ▶ Maximization

Ref: Consideration is described as "the extent to which a person is likely to have job relationships that are characterized by mutual trust, respect for employees' ideas, and regard for their feelings." (Handouts Page No. 106)

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**

Ref: Leadership studies were undertaken at the same time as those being done at Ohio State, with similar research objectives. They discovered two dimensions of

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leadership behavior—employee-oriented and production-oriented. (Handouts Page No. 107)

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

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

- **Encoding**
- Communicating
- Messaging
- Channeling

Ref: Encoding
"Translating the message into symbols or language that the receiver can understand" (Handouts Page No. 95)

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

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

- It is highly personal
- It has high channel richness
- **It usually results in delayed feedback**
- It offers multiple information cues

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

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

- Facilitator
- Leader
- Coach
- **Mentor**

Ref: When senior employee takes an active role in guiding another individual, we refer to this activity as mentoring and coaching. (Handouts Page No. 168)

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

The path-goal theory was developed by _____.

- **Robert House**
- Fred Fiedler
- Blake and Mouton
- Vroom and Yetton

Ref: One of the most respected approaches to leadership is the path-goal theory developed by Robert House. (Handouts Page No.109)

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

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

- Integrity

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- ▶Competence
- ▶Loyalty
- **▶Determination**

Ref: Five Dimensions of Trust
- **Integrity (honesty and truthfulness)**
- **Competence (technical/interpersonal)**
- **Consistency (reliability, predictability and good judgment in handling situations)**
- **Loyalty (willingness to protect and save face for a person)**
- **Openness (willingness to share ideas and information freely)**

(Handouts Page No. 112)

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

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

- ▶Integrity
- ▶Consistency
- **▶Loyalty**
- ▶Reliability

Ref: Loyalty as defined by the Encarta dictionary means a feeling of devotion, duty or attachment to somebody or something http://www.examiner.com/x-27409-Detroit-Healthy-Living-Examiner~y2010m7d31-Loyalty-a-feeling-of-devotion

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

Trust and trustworthiness affect a leader's access to:

- ▶Dedication and achievement
- ▶Persuasion and control
- ▶Power and influence
- **▶Knowledge and cooperation**

Ref: http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA330&lpg=PA330&dq=trust+and+trust-worthiness+modulate+the+leader's+access&source=bl&ots=0lxMKKCvoo&sig=f1E4hRn1EgLsy2q20EkGZMp1Lro&hl=en&ei=1nZYTNrRE8S1rAfqzZyOBQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBUQ6AEwAA#v=onepage&q=Trust%20and%20trustworthiness%20modulate%20the%20leader's%20access%20to%20knowledge%20and%20cooperation&f=false

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

Power can be defined as:

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

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- ▶The right to influence the behavior of others
- ▶The actualization of the dependency of others
- ▶Downward influence on one's followers

Ref: Power - the ability to influence another person (Handouts page No. 114)

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

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

- ▶Legitimate
- ▶Coercive
- ▶Punitive
- ▶Referent

Ref: Coercive power depends on fear one reacts to this type of power out of fear of the negative results that might occur if one fails to comply.
http://webcache.googleusercontent.com/search?q=cache:j9arz6kFFG4J:personal.ashland.edu/csavage/Power%2520and%2520Politics.ppt+One+reacts+to+coercive+power+out+of+fear+of+the+negative+consequences+if+one+fails+to+comply.&cd=2&hl=en&ct=clnk&gl=pk

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

Which of the following is least likely to create dependency?

- ▶Scarcity of resources
- ▶Non substitutability
- ▶**Power legitimacy**
- ▶Supply and demand

Ref: http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA330&lpg=PA330&dq=trust+and+trust-worthiness+modulate+the+leader's+access&source=bl&ots=0lxMKKCvoo&sig=f1E4hRn1EgLsy2q20EkGZMp1Lro&hl=en&ei=1nZYTNrRE8S1rAfqzZyOBQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBUQ6AEwAA#v=onepage&q=create%20dependency&f=false

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

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

- ▶Human resources
- ▶**Political behaviors**
- ▶Influential power moves
- ▶**Interactive initiatives**

Ref: We shall define political behavior in organizations as those activities that are

not required as part of one's formal role in the organization but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization (Handouts Page No. 116)

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

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

- ▶ Too much communication
- ▶ **Value similarities**
- ▶ Too little communication
- ▶ Jurisdictional ambiguity

Ref: The potential for conflict increases when either too little or too much communication takes place. (Handouts Page No. 125)

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

The focus of relationships in distributive bargaining is:

- ▶ Accommodation
- ▶ The long term
- ▶ The short term
- ▶ Lose-lose

Ref: http://books.google.com.pk/books?id=9-jcsiS8RSoC&pg=PA330&lpg=PA330&dq=trust+and+trust-worthiness+modulate+the+leader's+access&source=bl&ots=0lxMKKCvoo&sig=f1E4hRn1EgLsy2q20EkGZMp1Lro&hl=en&ei=1nZYTNrRE8S1rAfqzZyOBQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBUQ6AEwAA#v=snippet&q=distributive%20bargaining%20&f=false

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

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

- ▶ Complexity/simplicity
- ▶ Specialization/enlargement
- ▶ Formalization/in formalization
- ▶ **Centralization/decentralization**

Ref: (Handouts Page No. 147)

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

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

- ▶ **Matrix Structure**

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- ▶Functional Structure
- ▶Divisional Structure
- ▶Holding structure

Ref:http://docs.google.com/viewer?a=v&q=cache:lCqgKfLpEHAJ:www.pmforum.org/library/papers/2003/youkerorgalt.pdf+Matrix+Structure+organizational+design+superimposes+product+or+project+based+design+on+existing+function-based+design%3F&hl=en&gl=pk&pid=bl&srcid=ADGEESgamgspC3kQI6hvz_fjyPYxXL8Qxyl4eYxhKzCxCJ0clIkVicWy8GDdXktM3n0DvTrEk5b0JZ3vSW7hqFmjWQz-2NeWU79qJqmaxDAl87nAIY11fOt4rlIfVLB9nY_LOLYu3m-e&sig=AHIEtbStoIDpxVi__IKx1nON9KKRR6m8mg

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

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

- ▶Highly routine operating tasks
- ▶Formalized rules and regulations
- ▶**Decentralized decision making**
- ▶High work Specialization

Ref: Bureaucracy
A structure with highly routine operating tasks achieved through specialization, much formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command. (Handouts Page No. 151)

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

How do most employees react to job enlargement efforts?

- ▶Unqualified approval
- ▶Somewhat enthusiastically
- ▶With a lack of enthusiasm
- ▶**The reaction tends to be mixed**

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

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

- ▶Paralanguage
- ▶Communication barriers
- ▶Religion
- ▶**Cultural knowledge**

Ref: An aspect of cultural intertexture, cultural knowledge is "insider" knowledge that is known only by people within a particular culture or by people who have learned about

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the culture through some kind of interaction with it. This knowledge includes the values, scripts, codes and systems of a culture.

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

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

- ▶ Analysis of customer quality needs
- ▶ Benchmarking
- ▶ **Rewarding**
- ▶ Standards

Ref: Essential Elements of TQM (Handouts Page No. 198)
• Provide a sense of direction
• Analysis of customer quality needs
• Benchmarking
• Standards
• Strategies to close quality gaps
• Training
• Quality teams
• Progress monitoring and measurement
• Exceeding customer expectations

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

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

- ▶ Managing stress
- ▶ **Stress Prevention**
- ▶ Job stress
- ▶ Stress management

Ref: Stress Prevention
"Focusing on controlling or eliminating stressors that might provoke the stress response" (Handouts Page No. 192)

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

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

- ▶ Negotiator
- ▶ Communicator
- ▶ **Change Agent**
- ▶ Spokesperson

Ref: Change agent - the individual or group who undertakes the task of introducing and managing a change in an organization. (Handouts Page No. 183)

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

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

- ▶ Better Knowledge of the organization
- ▶ Available more quickly
- ▶ **May be close to the problem**
- ▶ Requires higher out of pocket costs

Ref: May be close to the problem is the Disadvantage of internal change agents. (Handouts Page No. 184)

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

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

- ▶ **Critical incident methods**
- ▶ Written essays
- ▶ Graphic rating scale
- ▶ Paired comparison

Ref: The critical incident method of performance appraisal involved identifying and describing specific events (or incidents) where the employee did something really well or something that needs improvement.
http://performanceappraisals.org/faq/criticalincident.htm

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

Most important elements in managing culture include all EXCEPT:

- ▶ What leaders pay attention to
- ▶ How leaders react to crises
- ▶ How leaders behave
- ▶ **What leaders think about work**

Ref: Five Most Important Elements in Managing Culture
• What leaders pay attention to?
• How leaders react to crises
• How leaders behave
• How leaders allocate rewards
• How leaders hire and fire individuals (Handouts Page No. 174)

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

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

- ▶ Weak managers
- ▶ Narrowly defined roles

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- **▶ Widely shared values**
- ▶ High levels of dissention

Ref: The argument is that strong cultures have a greater impact on employee behavior and are more directly related to reduce turnover:
• The organization's core values are both intensely held and widely shared. (Handouts Page No. 171)

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

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

- ▶ Massive changes
- ▶ A dynamic environment
- ▶ An unknown environment
- **▶ A stable environment**

Ref: So consistency of behavior is an asset to an organization when it faces a stable environment.
http://webcache.googleusercontent.com/search?q=cache:lieHZUmkTOYJ:www.sba.pdx.edu/faculty/randhiw/302/Chap16.doc+consistency+of+behavior+is+an+asset+to+an+organization+when+it+faces&cd=2&hl=en&ct=clnk&gl=pk

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

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

- ▶ Stories
- ▶ Rituals
- ▶ Language
- **▶ Therapy**

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

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

- ▶ Habit
- ▶ Security
- **▶ Inertia**
- ▶ Economic factors

Ref: Five reasons why individuals may resist change are
1. Habit: Life is complex, to cope with having to make hundreds of decisions everyday, we all rely on habits or programmed responses.
2. Security: People with a high need for security are likely to resist change because it threatens their feelings of safety.

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3. Economic factors: Another source of individual resistance is concern that changes will lower one's income.
4. Fear of the unknown: Changes substitute ambiguity and uncertainty for the known.
5. Selective information processing: Individuals shape their world through their Perceptions. Once they have created this world, it resists change. (Handouts Page No. 181)

Question No: 39 (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

Ref: (Handouts Page No. 182)

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

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

- **►To determine applicant-organization fit**
- ►Solely to assess specific, job relevant skills
- ►To assess a candidate's credit history
- ►To manipulate an applicant's image of the company

Ref: You go to a job interview to discover whether your talents, abilities, interests and direction are a good fit for the job, the company, and the company's mission. Learn more about the match that needs to occur during a job interview for a subsequently successful employment relationship.
http://humanresources.about.com/od/interviewing/Interviewing_Tips_and_Interviewing_Techniques.htm

FINALTERM EXAMINATION
Fall 2009
MGT502- Organizational Behaviour (Session - 2)

Solved By MAHA SHAH & DUA WIKKI

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

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

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► Community
► **Organization PG11**
► Partnership
► Treaty

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

A relatively permanent change in behavior occurring as a result of experience is called:

► **Learning PG74**
► Grooming
► Performance
► Motivation

Question No: 3 (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 PG26**
► Individualism
► Collectivism
► Uncertainty avoidance

Power distance

The degree to which people in a country accept that power in institutions and organizations is distributed unequally.

Question No: 4 (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 PG35**

Conscientiousness

Is exhibited by those who are described as dependable, organized, and responsible

Question No: 5 (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 PG39**
► Sadness

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Six universal emotions have been identified: anger, fear, sadness, happiness, disgust, and surprise.

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

A decision making model that describes how individuals should behave in order to maximize some outcomes is:

► **Rational decision making PG52**
► Bonded rational model
► Intuitive decision making
► Contingent decision making

Rational Decision-Making Model: "A decision-making model that describes how individuals should behave in order to maximize some outcomes"

Question No: 7 (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 PG55**
► Directive
► Analytical

Behavioral: Concerned with the achievement of peers and subordinates and are receptive to suggestions from others, relying heavily on meetings for communicating

Question No: 8 (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 PG59**

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

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

► **Esteem & Self-actualization PG61**
► Social & Self-actualization
► Physiological & Safety
► Safety & Social

Physiological and safety needs were described as lower-order needs; social, esteem, and self-actualization were described as higher-order needs.

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

Which of the following statements is true?

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► **Older employees have lower rates of avoidable absence than younger workers PG17**

► 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

In general, older employees have lower rates of avoidable absence. However, they have higher rates of unavoidable absence, probably due to their poorer health associated with aging and longer recovery periods when injured.

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

A _____ is a collection of organizational members who enjoy each other's company and socialize with each other (often both on and off the job).

► Task force
► Command group
► Team
► **Friendship group**

Question No: 12 (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 PG85**
► Supportive contextual influences
► Well-managed team processes

Four key components:

• Work design
• Team's composition
• The resources and other contextual influences that make teams effective
• Process variables reflects that things that go on in the team that influence effectiveness.

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

A _____ is a temporary cross-functional team.

► Quality circle
► Work group
► **Task force PG89**
► TQM group

A task force is really nothing other than a temporary cross-functional team

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

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The leader shows concern for the comfort, well-being, status, and satisfaction of _____

► Followers
► Managers
► **Subordinates**
► Superiors

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

According to the University of Michigan studies, which of the following is used to define a leader who takes personal interest in the needs of his/her subordinates?

► Situation-oriented
► **Employee-oriented PG107**
► Production- oriented
► Task-oriented

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

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

All of the following are examples of nonverbal communication EXCEPT:

► **Instant messaging PG96**
► Physical distance
► Facial expressions
► Hand gestures

Nonverbal communication is the sharing of information by means of facial expressions, body language, and even dress.

Question No: 17 (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 PG100**
► Horizontal

In a *chain* network, communication flows sequentially from one group member to the next. Each member communicates with individuals on either side in the chain. Members on the ends of the chain communicate with only one individual

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

Which of the following type of leader is likely to have the most profound effect on his or

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her followers?

- **►Transformational PG109**
- ►Transactional
- ►Authoritarian
- ►Transcendent

Transformational leaders inspire followers to transcend their own self-interests for the good of the organization and are capable of having a profound and extraordinary effect on his or her followers.

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

Which of the following is the opposite of coercive power?

- ►Referent
- **►Reward PG114**
- ►Legitimate
- ►Charismatic

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

The administration of a College recommended Ayesha to be the member of college honor society for her excellent effort is an example of:

- ►Legitimate
- ►Coercive
- **►Reward**
- ►Personal

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

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

- ► Formal
- **► Expert PG115**
- ► Referent
- ► Information

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

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

The power tactic of using flattery and creating goodwill before making a request is known by which of the following term?

- **► Ingratiation**
- ► Affective appeal
- ► Inspirational appeal
- ► Motivational appeal

http://faculty.babson.edu/krollag/org_site/soc_psych/jones_ingrat.html

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

Successful coalitions have been found to do all of the following **EXCEPT:**

► **Disappear quickly**
► Contain fluid membership
► Form slowly and deliberately
► Achieve their target issues

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

Most political activities in organizations would be described as _____ political behaviors.

► Functional
► Legitimate
► **Illegitimate**
► Professional

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

The process by which individuals attempt to control the perceptions that others form of them is called:

► **Impression management**
► Information management
► Conflict management
► Perception management

This is the process by which individuals attempt to control the impression others form of them

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

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

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

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

Asad and Saad are working in a company. There occurs a conflict between the two due to different views on some decisions. Both are indulging in what type of conflict?

► **Interpersonal Conflict pg124**
► Interorganizational Conflict

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► Intergroup Conflict
► Person-role Conflict

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

Which of the following is the most important criterion in determining whether conflict is functional or dysfunctional?

► Overall morale
► Turnover rates
► Absenteeism levels
► Performance 100% SURE

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

Which of the following methods of third-party negotiation always results in a settlement?

► Mediation
► Consultancy
► Arbitration
► Conciliation

http://www.scribd.com/doc/17661023/Conflict-and-Negotiation

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

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

► More formalization
► More specialization
► More centralization PG153
► Flat hierarchy of authority

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

There are several things that can assist a large organization to decentralize, including:

► Increasing complexity of the organization PG153
► Specialization of products/market/technology
► Adding more senior managers
► Becoming less formal in design and procedures

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

When the organization's environment is uncertain, complex, and dynamic, the manager needs which of the following structure?

► Mechanistic
► Bureaucratic

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▶Organic PG153
▶Functional

Question No: 33 (Marks: 1) - Please choose one
How do most employees react to job enlargement efforts?

▶Unqualified approval
▶Somewhat enthusiastically
▶With a lack of enthusiasm
▶The reaction tends to be mixed

Question No: 34 (Marks: 1) - Please choose one
A business firm that has extensive international operations in more than one foreign country is an example of_____.

▶National organization
▶Multinational organization PG203
▶Foreign organization
▶None of the given options

Question No: 35 (Marks: 1) - Please choose one
Implementing ISO often gives the following advantages *EXCEPT:*

▶Create a more efficient, effective operation
▶Increase customer satisfaction and retention
▶Reduce international trade
▶Reduce waste and increases productivity
http://www.ehow.com/about_5526128_advantages-iso-standards.html

Question No: 36 (Marks: 1) - Please choose one
A process of measuring performance of an employee by a manager, peers, subordinate and internal customers is known as:

▶MBO
▶360 degree feedback PG200
▶Performance evaluation
▶Performance feedback
http://www.custominsight.com/360-degree-feedback/what-is-360-degree-feedback.asp

Question No: 37 (Marks: 1) - Please choose one
A manger is helping his subordinates to explore, and possibly resolve, personal problems. What is he doing?

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- ▶Counseling
- ▶Training
- ▶Negotiating
- **▶Coaching PG201**

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

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

- ▶Negotiator
- ▶Communicator
- **▶Change Agent PG183**
- ▶Spokesperson

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

Introducing new equipment tools or operating methods are examples of change in:

- ▶People
- ▶Strategies
- **▶Technology PG184**
- ▶Structure

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

The process of assessing the activities with in a job is called _____

- **▶Job analysis PG162**
- ▶Job description
- ▶Job specification
- ▶Job evaluation

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

Managers who have spent their entire careers with an organization and are high in the hierarchy focus on which of the following?

- ▶Good change agents
- ▶Generally the impetus for change
- ▶Often impediment to change
- **▶Usually focused on radical change**

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

Which theory states that people are born with certain characteristics that predispose them to being leaders?

- ▶Fiedler's perspective

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- ▶Behavioral theory
- ▶Contingency theory
- **▶Trait theory**

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

Question No: 43 (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

Instrumentality (a worker's perception about the extent to which a certain level of performance will lead to the attainment of a particular outcome),
Instrumentality probability: based on the perceived performance-reward relationship. The instrumentality is the belief that if one does meet performance expectations, he or she will receive a greater reward.

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

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

- ▶Pay
- ▶Work assignments
- ▶Promotion
- **▶Transfer**

http://www.negotiationtraining.com.au/articles/coercion-tactics/

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

Which of the following is **NOT** an example of coercive power?

- ▶Punishment
- ▶Physically harm someone
- **▶Information that is important to the organization**
- ▶Being assigned to a dead end position

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

Who will usually have the greatest potential influence on the actions of subordinates?

- **▶A leader with position power**
- ▶An informal leader
- ▶A leader with personal power
- ▶A leader with both personal and position power

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

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Ali strongly disagrees with the current strategic plan, but he is afraid that his vote against it at the next meeting will hurt his chances for promotion. Ali schedules a dentist appointment for the same time as the meeting in order to avoid the vote. Which political behavior technique has Ali used?

- ▶ Building image
- ▶ Controlling the agenda
- ▶ Using outside experts
- **▶ Game playing**

Question No: 48 (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: 49 (Marks: 1) - Please choose one

The conflict that occurs between a company and a union during a strike is:

- ▶ Interpersonal
- **▶ Inter group**
- ▶ Inter organizational
- ▶ Intra group

Intergroup Conflict - conflict that occurs between groups or teams in an organization

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

Which type of skill training has become increasingly important in organizations?

- ▶ Financial
- ▶ Technical
- ▶ Problem solving
- **▶ Interpersonal**

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

The variability in interview results across an applicant pool is reduced by using a standardized_____.

- **▶ Approach for recruiting applicants**
- ▶ Pool of applicants
- ▶ Set of interview questions
- ▶ Time frame for scheduling interviews

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

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

- ▶ Job description
- **▶ Job specification pg164**
- ▶ Job evaluation
- ▶ Job enrichment

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

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

- ▶ Job description
- ▶ Job specification
- **▶ Job evaluation pg164**
- ▶ Job enrichment

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

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

- ▶ People
- **▶ Technology**
- ▶ Communication
- ▶ Social

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

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

- ▶ Workforce diversity
- ▶ Globalization
- ▶ Ethical behavior
- **▶ Changing employee's expectations**

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

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

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

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

Which of the following best describes organization development?

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- ▶OD focuses on technological change
- ▶OD works best as a spontaneous process
- ▶OD is designed to combat unwanted change
- **▶OD is the process of planned change using scientific knowledge**

Organization Development A set of techniques or tools used to implement planned organizational change

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

ABC manufacturer is a local organization. The CEO of that organization is thinking of expanding his business in international market. What can be the possible reasons of this expansion?

- **▶To earn foreign capital**
- ▶To work with untrained labor
- ▶To avoid cultural diversity
- ▶To work under poor working conditions

Organizations expand globally to gain access to the valuable resources found throughout the world. Global expansion also provides an enlarged customer base and the opportunity for greater profit.

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

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**

http://www.hamariweb.com/articles/article.aspx?id=91
http://en.wikipedia.org/wiki/Child_labour

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

PTCL has contracted with different recruiting agencies to provide human resource for its call centers. It is an example of which of the following?

- ▶Off shoring
- **▶Outsourcing**
- ▶Job migration
- ▶Geocentric

Question No: 61 (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

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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: 62 (Marks: 1) - Please choose one

Performance management is a systematic process of which of the followings?

- ▶ Continually monitoring performance
- ▶ Developing the capacity to perform
- ▶ Planning work and setting expectations
- **▶ All of the given options PG198**

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

Which of following is NOT an employee's responsibility regarding career development?

- ▶ Managing reputation
- **▶ Building and maintaining networks**
- ▶ Creating growth opportunity
- ▶ Staying updated

http://ucsfhr.ucsf.edu/index.php/pubs/hrguidearticle/chapter-11-employee-development-training/

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

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

- ▶ **Proper rewards for performance**
- ▶ Lack of appraisal skills
- ▶ Lack of proper information
- ▶ Unclear language

FINALTERM EXAMINATION
Fall 2009
MGT502- Organizational Behaviour (Session - 3)

Solved By MAHA SHAH & DUA WIKKI

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

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The lowest level positions require _____ skills but as you move up_____ skills are more required.

► Conceptual, Technical
► **Technical, Conceptual** **MGT501 PG#9**
► Human, Conceptual
► Human, Technical

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

Mr. Hassan, Professor of Mathematics, when he starts teaching about a concept, he praises any answer that is close to the right answer. This is an example of which of the following learning theory?

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

Operant conditioning where there is reinforcement of the behavior by a reward or a punishment. The word 'operant' refers to the way in which behavior 'operates on the environment'. Briefly, a behavior may result either in reinforcement, which increases the likelihood of the behavior recurring, or punishment, which decreases the likelihood of the behavior recurring. It is important to note that, a punishment is not considered to be applicable if it does not result in the reduction of the behavior, and so the terms punishment and reinforcement are determined as a result of the actions.

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

Which of the following can be considered a method of social learning?

► Classroom
► Workshop
► **TV commercial** **slide#14**
► Work Manual

http://www.slideshare.net/wcfujita/observational-social-learning-theory

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

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

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

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

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

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

► It shows consensus
► It shows similarity
► It shows reliability
► **It shows consistency** pg48

Consistency: Responds in the same way over time.

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

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

► Results in a level of efforts put by a group
► Intensifies an individual's efforts from others
► **Guides an individual's efforts towards a goal** PG59
► Meets an individual's needs, wants and demnands

Defining Motivation

"The processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal"

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

What are the three key elements of motivation?

► Interest, activity and reward
► Awareness, effort and outcome
► Stimulation, progress and achievement
► **Intensity, direction and persistence** PG59

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

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

► Self-actualization
► Esteem
► **Social** PG60
► Physiological

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

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

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Who developed ERG theory?

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

To address some of the limitations of Maslow's hierarchy as a theory of motivation, Clayton Alderfer proposed the **ERG theory**, which like Maslow's theory, describes needs as a hierarchy.

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

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

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

http://books.google.com.pk/books?id=F1c3wHNDF-wC&pg=PA391&lpg=PA391&dq=No+dissatisfaction+to+dissatisfaction&source=bl&ots=n22F#v=onepage&q=No%20dissatisfaction%20to%20dissatisfaction&f=false

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

All of the following are problem solving techniques EXCEPT:

► Consensus
► Brainstorming
► Nominal Group Techniques
► **Synergy** **PG91**

Group Problem Solving Techniques

• Consensus presenting opinions and gaining agreement to support a decision
• Brainstorming process to generate a quantity of ideas
• Nominal Group Technique process to generate ideas and evaluate solutions
• Delphi Technique process to generate ideas from physically dispersed experts
• Computer-Aided Decision Making

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

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

► **Initiating structure and consideration** **PG105**
► Employee-oriented and production-oriented
► Concern for people and concern for production
► Operant conditioning and classical conditioning

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

According to the University of Michigan studies, which of the following is used to define a leader who takes personal interest in the needs of his/her subordinates?

► Situation-oriented
► **Employee-oriented** PG107
► Production- oriented
► Task-oriented

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

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

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

► **9, 9** PG107
► 9, 1
► 1, 9
► 5, 5

Based on the findings of Blake and Mouton, managers were found to perform best under a 9, 9
style, as contrasted, for example, with a 9,1 (authority type) or 1,9 (lassiez-faire type) style.

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

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

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

Actually, downward type of communication is usually used by group leaders and managers to assign their goals provide instructions, inform their members regarding policies and procedures, point out problems that need attention or solution, and offer feedback about performance.

http://ivythesis.typepad.com/term_paper_topics/2009/09/define-and-give-examples-of-downwards-upwards-and-horizontal-organizational-communication-discuss-th.html

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

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

► Downward communication

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► Horizontal communication
► **Upward communication** **FOLLOW ABOVE LINK FOR BOTH MCQZ**
► Lateral communication

Some organisational examples of upward communication are performance reports prepared by lower management for review by middle and top management, suggestion boxes, employee attitude surveys, grievance procedures, superior-subordinate discussions, and informal "gripe" sessions in which employees have the opportunity to identify and discuss their problems with their boss and representatives of higher management.

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

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

► Supportive
► Participative
► **Directive** **PG96 IN LINK**
► Achievement-oriented

http://books.google.com.pk/books?id=h1DOfzjnQUC&pg=PA96&lpg=PA96&dq=lets+the+e#v=onepage&q&f=false

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

Which of the following is NOT true of charismatic leaders?

► They have ability to articulate their vision
► They have behavior that is unconventional
► **They are unwilling to take high personal risk** **PG111**
► They have high self belief and exhibit determination

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

Trust and trustworthiness affect a leader's access to:

► Dedication and achievement
► Persuasion and control
► Power and influence
► **Knowledge and cooperation**

Trust and Leadership
Trust is a primary attribute associated with leadership. When trust is broken, it can have serious adverse effects on a group's performance.
It is evident that it is impossible to lead people who do not trust you. Trust and trust-worthiness modulate the leader's access to knowledge and cooperation

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

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

► Reward
► **Deterrence**
► Knowledge
► Identification

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

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

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

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

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

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

► Inter group Conflict
► Interpersonal Conflict
► **Interrole Conflict** **PG124**
► Intra role Conflict

Inter role Conflict - a person's experience of conflict among the multiple roles in his/her life

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

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

► Illumination
► Intentions
► **Behavior** **PG126**
► Cognition

Stage IV: Behavior

• Stage IV is where conflicts become visible. The behavior stage includes the statements, actions,
and reactions made by the conflicting parties.

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

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Which bargaining strategy is preferable for use in intra-organizational behavior?

► Positive negotiation
► Distributive bargaining
► **Integrative bargaining** PG132
► Equal bargaining

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

The example of labor-management negotiations over wages exemplifies which of the following bargaining?

► Integrative
► Reflective
► **Distributive** PG132
► Restrictive

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

Which of the following is **NOT** a conflict resolution technique?

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

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

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

► **Mediator** PG128
► Arbitrator
► Conciliator
► Consultant

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

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

► Efficient
► Short
► **Tall**
► Matrix

http://essayblock.com/Management/span.html
A tall structure has many hierarchical levels, and a narrow span of control.

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

Which of the given options is the expansion of job content to include a wider variety of the tasks and to increase the workers' responsibility for checking quality and direction for the method?

- ►**Job enlargement**
- ►Job rotation
- ►Job enrichment
- ►Job reengineering

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

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

Seema is working with a pharmaceutical firm; as a means of balancing her work and family responsibilities she typically works a standard 40-hour week or only work 3 or 4 days of the week (i.e., putting in more than 8 hours but working fewer days). Which one of the following work schedule Seema is following?

- ►**Compressed work week**
- ►Shorter work week
- ►Longer work week
- ►Job sharing

http://www.piercetrips.com/mc/page.do?sitePageId=44500

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

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

Which one of the following is *NOT* an example of regional economic alliances?

- ►European Union
- ►**Democratic Union of Hungarians** **PG204**
- ►North American Free Trade Agreement
- ►Caribbean Community

Regional economic alliances

- European Union (EU).
- North American Free Trade Agreement (NAFTA)
- Caribbean Community (CARICOM)
- Asia-Pacific Economic Co-operation Forum (APEC)

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

Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills is called _____.

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

http://lordmitchelltraining.com/

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

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

- **▶Bad moods PG190**
- ▶Faster heart beat
- ▶Increased sweating
- ▶Cool skin

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

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

- ▶Discovery
- **▶Dreaming PG186**
- ▶Design
- ▶Destiny

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

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

Which one of the following involves lateral transfers that enable employees to work at different jobs?

- ▶Job enlargement
- ▶Job enrichment
- **▶Job rotation PG128**
- ▶Job enhancement

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

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

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

- ▶Goals and objectives
- ▶Performance standards
- ▶Evaluation criteria
- **▶All of the given options**

http://books.google.com.pk/books?id=dkEyggW6JDMC&pg=PA131&lpg=PA131&dq=Perform#v=onepage&q=Perform&f=false

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

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

- ▶ Traditional career path
- ▶ Network career path
- ▶ Lateral skill path
- ▶ **Dual career path** **PG166**

Dual-Career Path— A career-path method, that recognizes that technical specialists can and should be allowed to continue to contribute their expertise to a company without having to become managers.

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

The centerpiece of most diversity programs is:

- ▶ Money
- ▶ Employer commitment
- ▶ **Training**
- ▶ Human resource personnel

http://www.nalp.org/assets/221_diversitybestpracticesgui.pdf

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

Which of the following statement is true regarding a dominant culture?

- ▶ The sum of an organization's subcultures
- ▶ Defined by the leader of an organization
- ▶ **Synonymous with an organization's culture** **PG171**
- ▶ Likely to be a weak culture of an organization

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

All of the following are examples of material symbols **EXCEPT:**

- ▶ Use of the company jet
- ▶ **New employee orientations** **PG173**
- ▶ Luxury cars for executives

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- ▶Private parking spots

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

Responding to changes in external or internal environment is called:

- ▶Incremental Change
- ▶Anticipatory change
- ▶Radical Change
- **▶Reactive change** PG179

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

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

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

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

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

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

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

Which tactic for overcoming resistance to change basically assumes that the source of resistance lies in misinformation?

- ▶Training and development
- ▶Facilitation and support
- **▶Education and communication** PG182
- ▶Cooptation and manipulation

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

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

- ▶Human skills
- **▶Technical skills**
- ▶Conceptual skills
- ▶Leading skills

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

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

- **►Felt** PG39
- ►Displayed
- ►Conditional
- ►Exposed

Felt emotions are an individual's actual emotions.

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

Desires for associations with those who are significant to us, such as family members, supervisors, and friends, are examples of which of the following Alderfer's needs?

- **►Relatedness** (SOCIAL + ESTEEM)
- ►Existence
- ►Association
- ►Esteem

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

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

- ►Referent
- ►Legitimate
- ►Reward
- **►Expert**

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

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

- ►Referent
- ►Legitimate
- ►Expert
- **►Coercive** PG 364 IN LINK

http://books.google.com/books?id=RidV6vh08xMC&pg=PA359&lpg=PA359&dq=%E2%80%9Cbreakthr#v=onepage&q&f=false

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

The reasons for political behavior include all of the following **EXCEPT:**

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- ▶Ambiguous goals
- ▶Scarce resources
- **▶Control of information** **SLIDE#10**
- ▶Non-programmed decisions

http://www.docstoc.com/docs/10634423/Power-management

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

Samina and Naeem are Senior managers of marketing department. Samina wants her department to grow and expand into new products. While Naeem feels that the department is already too big and should reduce its size and trim its product line. Samina and Naeem are experiencing which of the following conflict?

- ▶Legal conflict
- **▶Task conflict**
- ▶Process conflict
- ▶Relationship conflict

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

The degree to which two party's goals can be achieved simultaneously is called:

- ▶Goal interdependence
- ▶Goal accommodation
- ▶Goal avoidance
- **▶Goal compatibility**

http://books.google.com.pk/books?id=RidV6vh08xMC&pg=PA387&lpg=PA387&dq=The+degree+to+which+two+party%E2%80%99s+goals+can+be+achieved+simultaneously+is+called&source=bl&ots=TPpRbjYe7X&sig=LVts5nFfqinL-HTDD8-ZYLydwyQ&hl=en&ei=B89ZTJC9NYSKvQP838WJDg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBMQ6AEwAA#v=onepage&q=The%20degree%20to%20which%20two%20party%E2%80%99s%20goals%20can%20be%20achieved%20simultaneously%20is%20called&f=false

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

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

- ▶Competition
- ▶Collaboration
- **▶Compromise**
- ▶Accommodation

Compromise Occurs when the interaction is moderately important to meeting goals and the goals are neither completely compatible nor completely incompatible

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

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

- **▶There is no difference in leadership on the basis of gender pg134**
- ▶Women leaders are not good at negotiation
- ▶Men leaders seem to be more supportive and patient
- ▶Women tend to adopt democratic leadership style

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

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

- ▶Worker satisfaction
- ▶Worker autonomy
- ▶The creation of stimulating jobs
- **▶Efficient use of labor**

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

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

- ▶Strategic management
- ▶Strategy-structure fit
- **▶Organizational design pg152**
- ▶Organizational reconfiguration

Organizational design is the selection and management of various dimensions of structure and culture to achieve goals

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

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

- **▶Departmentalization pg145**
- ▶Specialization
- ▶Formalization
- ▶Standardization

The basis by which jobs are grouped together, Once jobs have been divided up through work specialization, they have to be grouped back together so that common tasks can be coordinated. The basis by which jobs are grouped together is called departmentalization

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

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

- ▶Work sample test
- **▶Interview pg162**
- ▶Background check
- ▶Performance-simulation tests

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

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

- ▶ Job description
- **▶ Job specification** pg164
- ▶ Job evaluation
- ▶ Job enrichment

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

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

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

http://webcache.googleusercontent.com/search?q=cache:a2QBkJJ2h3IJ:jhunt.ba.ttu.edu/ch18.p

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

ABC is a manufacturing company. R&D department suggested some changes in their product line. But employees of marketing department were reluctant in accepting this change. A meeting was held to remove the ambiguity and all pros and cons were discussed which resulted in better decision. In this case the resistance to change from the marketing department resulted in which of the following?

- **▶ Positive decision**
- ▶ Negative decision
- ▶ Conflicting decision
- ▶ Irrational decision

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

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

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

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

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

- ▶ Fear of unknown
- ▶ Economic threat
- ▶ New social relationship
- **▶ Fixed investment**

Sources of Resistance to Change

Organizational Resistance	**Individual Resistance**
*** Organization design**	*** Perception**
*** Organizational culture**	*** Personality**
*** Resource limitations**	*** Habit**
*** Fixed investments**	*** Threats to power and influence**
*** Inter organizational agreements**	*** Fear of the unknown**
	*** Economic reasons**

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

The CEO of ABC manufacturer is not satisfied with the sales of his products. He has decided to operate in international market to earn the targeted sales. What can be the possible reason of this expansion?

- ▶ To work with untrained labor
- ▶ To avoid cultural diversity
- **▶ To acquire resources**
- ▶ To work under poor working conditions

"OB SUBJECTIVE PORTION"

Question No: 65 (Marks: 3)

What sort of organizational factors contribute to political activity?

Organizational Factors Which Contribute to Political Behavior

- Low trust
- Democratic decision making
- High performance pressures
- Scarcity of resources
- Role ambiguity
- Self-serving senior managers
- Unclear evaluation systems
- Zero-sum allocations

Question No: 66 (Marks: 5)

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"Stress can be either a positive or negative influence on employee performance." Discuss.

The evidence indicates that stress can be either a positive or negative influence on employee performance. For many people, low to moderate amounts of stress enable them to perform their jobs better by increasing their work intensity, alertness, and ability to react. However, a high level of stress, or even a moderate amount sustained over a long period of time, eventually takes its toll and performance declines. The impact of stress on satisfaction is far more straightforward. Job-related tension tends to decrease general job satisfaction. Even though low to moderate levels of stress may improve job performance, employees find stress dissatisfying.

Question No: 67 (Marks: 10)

Nawaz & Co are ambitious to be one of the leading organizations in carpet industry. What should its management do to be recognized as a high- performance organization?

Idea solution

High-performance organizations

• Value and empower people, and respect diversity.
• Mobilize the talents of self-directed work teams.
• Use cutting-edge technologies to achieve success.
• Thrive on learning and enable members to grow and develop.
• Are achievement-, quality-, and customer-oriented, as well as being sensitive to the external environment.

Performance Management

It is a systematic process of planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion and Rewarding good performance

Planning

• Set Goals
• Establish and communicate elements and standards

Monitoring

• Measure performance
• Provide feedback
• Conduct progress review

Developing

• Address poor performance
• Improve good performance

Rating

• Summarize performance

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• Assign the rating of record

Question No: 68 (Marks: 10)

Discuss the contemporary change issues managers are facing these days.

The contemporary view of span of control recognizes that many factors influence the appropriate number of employees that a manager can efficiently *and* effectively manage. These factors encompass the skills and abilities of the manager and the employees and characteristics of the work being done. For instance, the more training and experience employees have the less direct supervision they'll need. Therefore, managers with well-trained and experienced employees can function quite well with a wider span. Other contingency variables that will determine the appropriate span include similarity of employee tasks, the complexity of those tasks, the physical proximity of subordinates, the degree to which standardized procedures are in place, the sophistication of the organization's information system, the strength of the organization's culture, and the preferred style of the manager. The trend in recent years has been toward larger spans of control. Wide spans of control are consistent with managers' efforts to reduce costs, speed up decision making, increase flexibility, get closer to customers, and empower employees. However, to ensure that performance doesn't suffer because of these wider spans, organizations are investing heavily in employee training. Managers recognize that they can handle a wider span when employees know their jobs inside and out or can turn to co-workers if they have questions.

Question No: 65 (Marks: 3)

How can charismatic leadership hurt an organization?

Answer :

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

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

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Question No: 66 (Marks: 5)

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

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

Therefore for an organization to be successful, it should not only attract or hire good employees but it should also retain them. There are a number of reasons why retaining is also as important or even more important than hiring good employees. Some of the reasons are:

1) The company might spend a lot of money on the training and development of employees and once the employee leaves the company, the company not only suffers in terms of employee loss but also financial loss which was caused because of the wastage of training resources on the leaving employee.
2) When an employee leaves and his position is vacant, the company will need to hire someone new in his/her place. The new person will need to be trained or will take time to get to work on the same position. This wastes valuable company resources and lowers productivity of the company.
.
3) The employee who has been working for a company for a longer time knows the company culture and has accepted it to a great extent. But when this employee leaves and a new employee is hired in his place, it will take time for the new employee to get acquainted with the culture and norms of the organization.

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

5) The employee working for a company might have acquired good experience after a considerable amount of time working for the company and if he leaves then this experience can't be replaced. The company might hire some one with the same qualification but the experience that the leaving employee has will not be there.

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

Question No: 67 (Marks: 10)

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

Answer : Flextime is a work arrangement where an employee works for the same core hours during the day but the arrangement of these hours or how he makes up these hours from the day is flexible. For example a company might have a policy for employees to work for eight hours every day and the company starts at 8.00 AM. So in flextime arrangement the employee might be given the discretion of working for eight hours but not necessarily from 8 AM. An employee might start for example at 10 AM and work up to 6 AM thereby completing eight hours of work and starting at his convenient time.
This is only one example of flextime. Other methods include flexible or compressed work weeks where the employee can work for more hours during some days and thereby reducing the total working days during the week. Others include job sharing , part time work arrangements and telecommuting.

Advantages from employee's perspective:

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

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

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

4) Compressed working weeks might help those people who can work for a less number of days for a week for example four out of seven days and extend their

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working hours per day and then go to their families during the three days off in case their families live in some other area or away from their place of work.

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

Advantages from employer's perspective

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

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

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

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

Question No: 68 (Marks: 10)

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

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Answer :

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

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

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

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

3) **Stereotyping :** Stereotyping is the preset judgement a person makes based on the group to which the interviewee belongs. For example the interviewer might have a stereotype that women are not good for managerial positions so he might get biased into not giving good review in job interview to a woman who applied for the a management position.

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

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

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

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

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

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

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

Question No: 41 (Marks: 5)

Discuss the advantages and disadvantages of a conflict?

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

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

Functional conflict is a healthy, constructive disagreement.

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

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

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

Question No: 42 (Marks: 5)

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

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

Significance of Globalization for organizational Behavior:

There are many significances of globalization for organizational behavior.

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

Question No: 43 (Marks: 10)

Describe the advantages and disadvantages of External Change Agents.

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

The change agent can internal or external to the organization.

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Advantages and Disadvantages of External Change Agents:

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

Question No: 44 (Marks: 10)

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

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

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

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

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

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

Question No: 45 (Marks: 10)

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

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

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The benefits attached to globalization

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

Competencies required going into global market

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

Question No: 41 (Marks: 5)

What purposes do performance evaluations serve in organizations?

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

Question No: 42 (Marks: 5)

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

There are some internal forces which make change in organizations.
Declining effectiveness
Company Crisis
Changing work Climate
Changing employee expectations

Question No: 43 (Marks: 10)

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

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

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Arbitrator: An arbitrator undertakes an awesome responsibility. He or she will be judge, jury, clerk, stenographic reporter and appellate review tribunal compressed into a single individual. When an arbitrator decides a case it is assumed that the arbitrator heard the evidence, understood it completely and applied the law and/or principles of justice and equity to achieve the correct result. The parties must have complete confidence in the arbitrator's fairness and integrity and in his or her ability to do all of these things.
How do the parties know that the person they selected has these attributes and will do these things? In classic arbitration they knew and trusted the individual. The arbitrator was the wise old man on the fishing boat dock, whom everyone knew, and who was trusted to know more about fish than anyone else. The fishermen were able to place complete confidence in him because they knew him intimately. Today we have gone to the opposite extreme. The arbitrator who is sufficiently close to a party to have instilled this type of confidence is for that very reason arguably disqualified. The arbitrator selected ideally has no relationships with any of the parties or their counsel. The parties must attempt to select the right person based in large part upon the information they can obtain from the potential arbitrator. The disclosure process has thus become the modern surrogate for the common knowledge of the marketplace.

Mediator: A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.
Conciliator: The conciliator can contact and interview disputing parties over the telephone, provide information about the Residential Tenancies and Rooming Accommodation Act 2008, assist the parties in the exchange of information including relevant documents such as receipts, facilitate the resolution of disputes by sharing offers and suggesting options, provide a notice of unresolved dispute to enable an application to the tribunal for a hearing where a dispute remains unresolved.

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Question No: 44 (Marks: 10)

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

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

In today's competitive work place employers must remain attuned to the needs of their work force. Those that do will have a distinct advantage. One of the tools being used by U. S. firms to meet this objective is the use of flextime. The reason is simple: it is very popular from the employee's viewpoint. A recent survey showed that 78 percent of the respondents favored flexible work schedules so that they could spend more time with their families, even if it meant slower career advancement.

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

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

Question No: 45 (Marks: 10)

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

Survey feedback

One tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences is the survey feedback approach. Everyone can participate, but of key importance is the organizational "family." A questionnaire is usually completed by all members in the organization or unit. Organization members may be asked to suggest questions or may be interviewed. The questionnaire asks for perceptions and attitudes on a broad range of topics. The data from this questionnaire are tabulated with data pertaining to an individual's specific "family" and to the entire organization and distributed to employees. These data then become the springboard for identifying problems and clarifying issues. Particular attention is given to encouraging discussion and ensuring that discussions focus on issues and ideas and not on attacking individuals. Finally, group discussion in the survey feedback approach should result in members identifying possible implications of the questionnaire's findings.

Question No: 65 (Marks: 3)

What can managers do to make their firms learning organizations?

In these days mangers can make the firm learning organizations.

1- Mangers should be faced with new change and conditions of rapid change in technologies. By applying new changes a firm learns more about new things in the market.
2- A manager should apply new standards and use new relevant technologies to rum his firm better.

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3- A manger make the habit of investment his own employers too to become them a fruitful and productive part of the organizations.

By these applications a firm can learn and earn more and become a learning organization.

Question No: 66 (Marks: 5)

TQM has gained great importance in today's organizations. Explain the essential elements of TQM.

Ans:

Total quality management gained a great importance in today's organizations. TQM has commitment with organizations to provide the continuous improvement, customer satisfaction, give importance to customer requirements and doing all things right from initially.

Essential Elements of TQM

Followings are the essential elements of TQM

- It provides the management commitment and leadership for organizations
- It provides the analysis of customer quality requirement
- It provides standards
- It provides training
- It provides progress monitoring and measurement
- It provides a supportive culture
- It provides a benchmarking

Question No: 67 (Marks: 10)

Describe charismatic and transformation perspective on leadership. What are the similarities and point of differences between both of these theories?

Ans:

Charismatic Leadership

These leaders have a combination of charm and personal magnetism. These donate a amazing ability to get other people to support to their vision and reveal it strongly.

Transformational Leadership

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It occurs when a leader changes group in ways that lead to trust, creating a vision and modeling it and communicating the vision. It also uses to motivate the group towards organizational goals

Similarities

1- Both have a vision
2- Both are working as a changing agent
3- In both cases followers follow them to implement the vision.

Differences

1- Transformational leaders may be charismatic but chromatic not.
2- Charismatic have self confidence
3- Transformational leaders make subordinates aware of their needs for personal growth
4- Transformational leader motivate subordinates to perform good for the company.
5- Charismatic leaders cause group to analyze problems differently and make nature of responsibility for problem solving

Question No: 68 (Marks: 10)

Today organizations are working in a dynamic environment where abrupt changes occur. How HR departments have adopted this change to survive in this environment? Explain with logical reasons.

These days market is going too fast and it is very difficult for HR department to retain the employee in the company for many years. Because of this some time HR made the changes in their policies in favor of company.

For example, these days HR has to give some benefits to employer to retain him in company like

Training
Job security
Extra benefits
High salary

These things become more important now a day because of competition in the market.

Initially company not give the transportation and medical to employees but due to change in market conditions now HR has to revive their policies and has to give theses facilities even that now HR announce the family medical insurance policy.

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