MGT502 Organizational Behavior
All in One Solved MCQs

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

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Solved by vuZs Team

1) The belief that "discrimination is wrong" is a value statem
_____ component of an attitude.
cogni
affective
reactive
behavioral

Ref: The belief that "discrimination is wrong" is a value statement is a component of the attitude.

2) Leon Festinger would propose that the desire to reduce di
by all of the following EXCEPT _____.
the importance of the elements creating the dissonance
the degree of influence the individual believes he or she h
the rewards that may be involved in dissonance.
the extent to which attitudes are

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

3) If attitudes and behavior are inconsistent, individuals will

change their behavior
change their attitudes
change either their attit
do nothing

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

4) _____ describes a positive feeling about your job resulting characteristics.

enlargement
satisfa
engagement
involvement

Ref: Job satisfaction describes a positive feeling about your job resulting its characteristics.

5) Job _____ measures the degree to which a person identifies her job and considers his or her perceived performance level

commitment
satisfaction
involve
organization

Ref: Job involvement measures the degree to which a person identifies p or her job and considers his or her perceived performance level Employees with a high level of job involvement strongly identify kind of work that they do.

6) _____ commitment refers to an employee's obligation to remain moral or ethical reasons.

Affective
Continuance
Theoretical
Norma

Ref: Normative commitment refers to an employee's obligation to rema
for moral or ethical reasons. For example, an employee who is
might remain with an employer because he feels loyalty or the negat
left.

7) _____ refers to an individual's involvement with, satisfact
the work she does.

Employee eng
Normative commitment
Cognitive support
Job enrichment

Ref: Employee engagement refers to an individual's involvement with, satis
enthusiasm for the work she does. A recent study of nearly 8,0
found that business units whose employees had high-average le
levels of customer satisfaction, were more productive, and had high
turnover and accidents.

8) People with positive _____ believe in their inner worth an

Locus of control
Self-monitoring behavior
Core self-ev
Levels of enrichment

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

9) Quietly continuing to do your work, even though you're dis
_____ response to dissatisfaction.

exit
voice
loya
neglect

Ref: Loyalty is passively but optimistically waiting for conditions to
up for the organization in the face of external criticism and tru
management to "do the right thing".

10) Steve is unhappy with his job. He takes every possible va
sometimes shows up for work late. He is expressing his dis
response.

exit
voice
loyalty
negl

Ref: Neglect is passively allowing conditions to worsen, including ch
lateness, reduced effort, and increased error rate.

11) Which of the following is NOT a characteristic of physical

Stamina
Strength
Loo
Dexterity

Ref: Nine basic physical abilities are stamina, trunk strength, static st
strength, extent flexibility, dynamic flexibility, body coordinati

12) The relationship between _____ and job performance is li
importance during the next decade.

gender
marital status
ag
tenure

Ref: The relationship between age and job performance is likely to be an issue
importance during the next decade. Workers 55 and older are c
of the labor force. In addition, federal legislation that has outlawed
of 70.

13) According to your text, which is the most likely explanati
for women?

Women tend to have more illnesses that keep them from wo
Traditionally, women have had the responsibility
Women tend to be less satisfied with their jobs than men a
more often.
Women generally have jobs for which a temporary replacem
are more permissible.

Ref: Most research on women's absenteeism rates has been con
North American culture has historically placed Through the
women have had the responsibility of caring for home and fami

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

Modeling
Shap
Classical conditioning

Social learning

Ref: Shaping behavior by systematically reinforcing each successive individual closer to the desired response.

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

penalization
punishment
extinction
negative reinforcement

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

16) Eliminating any reinforcement that is maintaining an unwa

extinction
punishment
negative reinforcement
positive reinforcement

Ref: Eliminating any reinforcement that is maintaining an unwanted behavi behavior is not reinforced, it tends to gradually be extinguishe

17) All of the following are TRUE about both positive and neg

Both positive and negative reinforcement result in learning
Both positive and negative reinforcement strengthen a resp

Both positive and negative reinforcement tend to

subsequent fr

Both positive and negative reinforcement increase the prob

Ref: Positive and negative reinforcement both result in learning, response and increasing the probability of repetition. and extinction behavior and tend to decrease its subsequent frequency.

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

negative

intermi

continuous

fixed-ratio

Ref: In an intermittent schedule, not every instance of the desirable beha reinforcement is given often enough to make the behavior worth that the intermittent, or varied, form of reinforcement tends to extinction than does the continuous form.

19) For a salesperson who is paid commission, reinforcement

variable

variable-interval

fixed-interval

fixed-ratio

Ref: When the reward varies relative to the behavior of the individual, a variable-ratio schedule. Salespeople on commission are examples of reinforcement schedule, as the reward is variable in relation to the salesperson makes.

20) The application of reinforcement concepts to individuals i as _____.

classical conditioning
self-management
reengineering
behavior mod

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

21) The four management functions include all of the followin

controlling
planning
staff
organizing

Ref: Fayol's functions of management have been grouped into the four activities of plan leading, and controlling

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

Psychology
Kinetics
Organizational
Ergonomics

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

23) According to the text, the best approach for obtaining kno is_____.

using common sense
an observational approach
a theoretical approach
a systematic

Ref: You can improve your predictive ability by implementing your i
more systematic approach

24) What behavioral science discipline has made the MOST si
understanding individual behavior?

Sociology
Social psychology
Psycho
Anthropology

Ref: Psychology is the science that seeks to measure, explain, and so
behavior of humans and other animals. Psychology's contributi
individual or micro level of analysis, while social psychology, s
political science have contributed to our understanding of macr
processes and organization.

25) _____ has helped us understand differences in fundament
behavior between people in different countries.

Anthropo
Psychology
Social psychology
Political science

Ref: Anthropology is the study of societies to learn about human being
Much of our understanding of organizational culture, organizati
differences between national cultures is the result of the work
their methodologies.

26) _____ means that organizations are becoming more hetero
race, and ethnicity.

Globalization
Workforce d
Affirmative action
Organizational culture

Ref: workforce diversity refers to differences among people within given

27) The _____ assumption assumes that people who are differ

melting
workplace diversity
amoeba
homogenization

Ref: The melting pot assumption is being replaced by one that recognize
However, this is being replaced by a set of beliefs that recogn

28) Which of the following groups will NOT increase as a perc

Hispanic men and women
black women
white m
Asian men and women

Ref: By 2050, Hispanics will grow from 11% of the workforce to
workforce that is black will increase from 12 to 14 percent and
increase from 5 to 11 percent. White men once dominated the workforce, wi
minority.

29) A(n) _____is a situation in which an employee must defin

problem
ethical di
argument
principle

Ref: An ethical dilemma is a situation in which an employee must define r
conduct. While what constitutes ethical behavior has never been
the line differentiating right from wrong has become even more

30) Individual level independent variables include _____.

technology
organizational culture
percep
human resource policy

Ref: An independent variable is the presumed cause of some ch
variable. Perception, individual decision making, learning, and moti
variables that have been shown to affect employee behavior.

31) According to the Myers-Briggs type Indicator, people who
conceptualizers.
INTJs
ESTJs
ENT
MBTIs

Ref: The ENTP type is a conceptualizer. He or she is innovative, indi
attracted to entrepreneurial ideas. This person tends to be res
problems but may neglect routine assignments.

32) In the book Profiles of Genius, thirteen key executives we
all were found to be _____ types. This result is particularl
represents only about five percent of the population.

intuitive th
sensing feeling
sensing thinking

intuitive feeling

Ref: The thirteen executives, who created highly successful companies, Honda Motors, Microsoft, and Sony, had an intuitive feeling

33) Which dimension of the Big Five model refers to an individ
others?

Extroversion
Openness to experience
Emotional stability
Agreeabl

Ref: Agreeableness refers to an individual's propensity to defer to othe
people are cooperative, warm, and trusting.

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

narcissism
propensity
locus of control
core self-ev

Ref: Individuals with core self-evaluations see themselves as effective, capable, and in control of their environment. Core se
satisfaction.

35) Individuals who are high in the _____ dimension of perso
more, are persuaded less, and persuade others more.

Rokeach
Aesthetic
Machiavell
Narcissism

Ref: Individuals who are high in the Machiavellianism dimension of personality manipu
more, win more, are persuaded less, and persuade others more
Machiavellianism is pragmatic, maintains emotional distance, a
means.

36) According to Rokeach, _____ values refer to desirable en

instrumental
aesthetic
termi
theoretical

Ref: Terminal values refer to desirable end states of existence. Thes
would like to achieve during his or her lifetime. The instrument
modes of behavior, or means of achieving the terminal values.

37) The most recent entrants to the workforce are _____.

Veterans
Next
Boomers
Xers

Ref: This generation is very money-oriented and desirous of the
can buy. They seek financial success. Like Xers, they enjoy tea
self-reliant.

38) Which of the following is NOT one of Hofstede's five dime

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

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

39) _____ is the degree to which people in a country prefer st
situations.

Power distance
Individualism
Uncertainty a
Long-term orientation

Ref: Uncertainty avoidance is the degree to which people in a country pref
unstructured situations. In countries that score high on uncerta

increased level of anxiety, which manifests itself in greater ne
aggressiveness.

40) John Holland argues that job satisfaction is highest and t

personality and occupation
an individual is highly motivated
salary is high
employees have an education

Ref: Holland's theory is based on the notion of congruence between an i
characteristics and his or her occupational environment. Each of his six personality typ
congruent occupational environment.

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

Interpretation
Environmental analysis
Percep
Personality

Perception is the process by which individuals organize and
in order to give meaning to their environment.

42) Which one of the following is NOT a factor that influences

Target
Medi
Perceiver
Situation

The factors that shape and distort perception from the object or target being perceived, or in the situation in which the perceptio

43) Because it is impossible for us to assimilate everything w

selective pe
memorization
mental desensitization
periodic listening

Since we cannot observe everything going on around us, we allows us to "speed-read" others.

44) The internment of Japanese-Americans during World War

personality
profi

experience
satisficing

The internment of Japanese-Americans during World War II is an example of [illegible] most Americans look back in shame at the actions the U[illegible] Americans, profiling continues in the U.S. and other co[illegible]

45) Which is NOT one of the steps in the rational decision ma[illegible]

Defining the problem
Identifying the decision criteria
Rating alternatives
Selecting the decisio[illegible]

The model begins by defining the problem. Once a decis[illegible] she needs to identify the decision criteria that will be [illegible] step requires the decision maker to weight the previous [illegible] correct priority in the decision. The fourth step requires [illegible] alternatives that could succeed in resolving the problem [illegible] analyze and evaluate each one by rating each alternative [illegible] computing the optimal decision.

46) Decision makers operate within the confines of _____ i.e. [illegible] models that extract the essential features from problems w[illegible] complexity.

optimal decision making
intuitive decision making
bounded rat
synopsis

Individuals operate within the constraints of their cognitive limitations in the decision making process. Individuals behave rationa
within the limits of a simplified model.

47) _____ is an increased commitment to a previous decision
information.

Escalation of co
Optimizing decision making
Satisficing decision making
Reengineering

Escalation of commitment is the tendency to stay with a decision even when ther
it is wrong.

48) In spite of the fact that short-term stock price changes ar
proportion of investors believe that they can predict the di
This is an example of _____.

availability bias
randomnes
confirmation bias
representative error

This is an example of ... despite the fact that short-term stoc
are essentially random, a large proportion of investors believe
that prices will move.

49) Which of the following is NOT an organizational constrain

Performance evaluation
Reward system
Person
Formal regulations

Managers shape their decisions to ... performance evaluation
system, ... formalized rules
imposed time ... organizational ... precedents to co
current decision.

50) Decisions made so as to provide the greatest good for the
_____.

utilitaria
justice
rights
profits

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

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

Environ
Intensity
Direction
Persistence

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

52) _____ is the drive to become what one is capable of beco
needs.

Social
Self-actua
Physiological
Esteem

Self-actualization is the drive to become what one is capable of becom
of needs.

53) Which of the following were considered higher-order need

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

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

54) A Theory X manager would assume employees would _____

like work
seek responsibility
need to be c
exercise self direction

Under Theory X, managers assume employees inherently dislike work, must be coerced, controlled, or threatened to achieve goals, will avoid responsibilities, and have little ambition.

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

advancement
working cor
achievement
recognition

Conditions surrounding the job include factors such as company policies, physical working conditions, relations with one's boss, and salary. These are extrinsic factors.

56) Individuals with a high need to achieve prefer all of the f

job situations with personal responsibility
a high degre
overcoming obstacles
feedback

High achievers seek situations in which they can attain person
solutions to problems, in which they can receive rapid feedback
determine easily whether they are improving or not, and in whi
challenging goals. They dislike gambling with high odds or with
happenstance success.

57) According to the goal-setting theory of motivation, goals

extremely difficult
easy
difficult but a
similar to goals for other organizations

According to the goal-setting theory of motivation, goals

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

equity
expectancy
self-ef
reinforcement

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

59) _____ exists when an individual perceives that the ratio o
dissimilar to the ration of relevant others.

Reinforcement
Cognitive dissonance
Equity te
Turnover

Equity tension exists when an individual perceives that the ratio of th
dissimilar to the ration of relevant others.

60) The degree to which organizational rewards satisfy an ind
needs and the attractiveness of those potential rewards fo
relationship.

Rewards-perso
Performance-reward

Effort-performance
Rewards-effort

The rewards-personal goals relationship is the degree to which organizatio
individual's personal goals or needs and the attractiveness of
individual.

61) The _____ says that internal rewards are obtained by ind
they personally have performed well on a task that they ca

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

The job characteristics model says that internal rewards are obtained by ind
learn that they personally have performed well on a task that t

62) _____ (or cross-training) is the periodic shifting of an em

Job enlargement
Employee involvement
Job rotation
Job enrichment

Job rotation (or cross-training) is the periodic shifting of an employ

63) _____ may be implemented by combining tasks, forming n
client relationships, expanding jobs vertically, and openin

Job enlargement
Employee involvement
Job rotation
Job enrichment

Job enrichment may be implemented by combining tasks, forming natu
establishing client relationships, expanding jobs vertically, and

64) Susan works from 6 a.m. to 3 p.m. each day, while other
from 10 a.m. to 7 p.m. It appears that Susan's employer of

department modeling
job sharing
telecommuting
flextime

65) Writers, attorneys, analysts, and employees who spend th
computers or on the telephone are natural candidates for _

department modeling
job sharing
telecommuting
flextime

Writers, attorneys, analysts, and employees who spend the maj
on the telephone are natural candidates for telecommuting

66) _____ is a participative process that uses the entire capa
to encourage increased commitment to the organization's s

MBO
Employee involvement
Reengineering
OB Mod

Employee involvement is a participative process that uses the entire cap
designed to encourage increased commitment to the organizatio

67) A _____ is a group of employees and supervisors who me
quality problems and recommend solutions.

department team
cooperative group
evaluation team
quality circle

A quality circle is a group of employees and supervisors who meet reg
quality problems and recommend solutions. Management retains
regarding implementation of recommended solutions.

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

ESOP
gainsharing
variable-pay
Scanlon

Piece-rate plans, merit based pay, bonuses, profitksharing, gai
ownership plans are available to employees.

69) _____ is an incentive plan where improvements in group p
amount of money that is allocated.

ESOP
Gainsharing
Variable pay
Scanlon plan

In gainsharing, employees receive either a predetermined or a variab
organization's profits.

70) The three most popular types of _____ are modular plans
spending accounts.

stock options
gainsharing plans
variable pay programs
flexible benefits

The three most popular types of flexible benefit are modular plans, core-plus opt
flexible spending accounts.

71) _____ is a generic term that covers a broad range of feel

Mood
Affect
Emotion
Personality

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

72) Six universal _____ are anger, fear, sadness, happiness,

cognitions
lobes
emotions
moods

Six universal emotions are anger, fear, sadness, happiness, disgust, and emotions subsumed under one of these six categories.

73) _____ is a field of study that examines the extent to whic negative, serve a purpose.

Evolutionary psychology

Emotional anthropology
Emotional intelligence
None of the above

Evolutionary psychology is a field of study that examines the extent to wh
positive or negative, serve a purpose.

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

Positive affect
Negative affect
Positivity
Illusory correlation

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

75) _____ occurs when people associate two events, when the

Accelerated formation
Groupthink
Illusory correlation
Groupshift

Illusory correlation occurs when people associate two events, when the
For example, people tend to think that nice weather improves t

76) _____ refers to an employee's expression of organization
interpersonal transactions at work.

Emotional labor
Emotional Intelligence
Mission
Motivation

Emotional labor refers to an employee's expression of organizational
interpersonal transactions at work.

77) Jane is concerned that her company is selling products o
when meeting with customers, Jane feels obligated to be p
about the quality of the product. Jane is likely experiencin

displayed emotions
emotional dissonance
deep acting
self-awareness

Jane is likely experiencing emotional dissonance. If unresolved, emotional dissona
result in emotional exhaustion and burnout.

78) People who exhibit _____ know their own emotions and ar
emotions may be more effective in their jobs

emotional labor
emotional dissonance
emotional intelligence
cognitive dissonance

Emotional intelligence is one's ability to detect and manage emotional cu

79) _____, one of the dimensions of emotional intelligence, is

Self-management
Self-awareness
Social skill
Empathy

Self-awareness, one of the dimensions of emotional intelligence, is a

80) People in good moods use _____, or rules of thumb, to ma

self-management
theories
heuristics
empathy

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

81) The _____ stage in group development which is character

norming
storming
form
performing

In the forming stage, groups are testing the waters and there is cons

82) The _____ model is effective at describing decision-maki
particularly those with deadlines.

punctuated-eq
authority structure
formal regulation
performance evaluation

The punctuated-equilibrium model is effective at describing decision-makin
groups, particularly those with deadlines.

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

Informal
Form
Friendship
Interest

Formal groups are those defined by the organization's structure. I
important service by satisfying their members' social needs

84) _____ refers to the attitudes and behaviors that are cons

Role perception
Role id
Role expectations
Role conflict

Role identity refers to the attitudes and behaviors that are consisten

85) _____ describe how others believe you should act in a giv

Norms
Stereotypes
Role expec
Role perceptions

Role expectations describe how others believe you should act in a give

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

Performance norms
Appearance
Termina
Arrangement

Common classes of group norms are performance norms, appea
norms, and allocation of resources norms.

87) What is the relationship between size and group performa

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

The individual productivity of each group member declines as t

88) Which of the following is a strategy to increase group coh

Make the group smaller.
Encourage agreement with group goals.
Decrease the perceived difficulty of attaining membership
Both A and B a

Group cohesiveness can be increased by the following: make th
agreement with group goals; increase the time members spend together in
group and the perceived difficulty of attaining membership in t
with other groups, give rewards to the group rather than to ind
isolate the group.

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

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

Weaknesses of group decision making include the fact that they conformity pressures in groups, the discussion can be dominat there is ambiguous responsibility.

90) Which of the following best describes brainstorming?

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

Brainstorming utilizes an idea-generation process that encourages alternatives, while withholding any criticism of those alternativ

91) Which of the following does NOT explain the current popu

Teams outperform individuals when the tasks require multi
Teams enable organizations to bette
Teams are a means to increase employee motivation.
Teams outperform individuals in all situations.

Teams typically outperform individuals when the tasks being do judgment, and experience. Teams also better utilize employee responsive to changing events than are traditional departments groups.

92) _____ is an attribute of work teams which results in a lev
than the sum of the individual inputs.

Syne
Enthusiasm
Energy
Initiative

A work team generates synergy through coordinated effort. Synergy occu
team exhibits a level of performance that is greater than the su

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

Problem identification
Self-mar
Virtual
Cross-functional

Self-managed teams could not only solve problems but implement solu
responsibility for outcomes.

94) Which is NOT one of the three primary forms of the differe
to-face teams?

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

In face-to-face conversation, people use paraverbal and nonver
communication by providing increased meaning, but aren't avai
Virtual teams often suffer from less social rapport and less dir
Virtual team members report less satisfaction with the group in

95) Which of the following is NOT one of the key factors in cr

context
composition
cross-functional
demogra

The key components of effective teams include context, compos
variables.

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

Problem-solving skills
Technical expertise
Interpersonal skills
All of the

To perform effectively, teams must have people with problem-solving and interpersonal skills.

97) Which of the following statements is true concerning the

Interpersonal trust among team members inhibits coope ati
Interpersonal trust among team members reduces counterproductive behav
Interpersonal trust at team members bonds members at the advice of them if given the opportunity.
Interpersonal trust at team members increases members' av

Interpersonal trust among team members reduces the need to cooperation and each others', behavior binds members around the belief that others advantage of them.

98) Teams are most effective when staffed with people who ar

extrave
homogeneous
inflexible
intraverted

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

99) _____ considers the age, sex, race, educational level, an
members.

Diversity training
Cognitive dissonance
Cohorts
Organizational de

Organizational demography considers the age, sex, race, educational level
of team members.

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

Synergy
Social l
Diversity
Demographics

Social loafing illustrates a process loss as a result of using teams.

101) The _____ initiates a message by encoding a thought

channel
sen
receiver
medium

The message is encoded by the sender, passed by way of some medium to the receiver, who retranslates the message. The result is transference of meaning.

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

nonverbal
interpersonal
or
written

The chief means of conveying messages is interpersonal communication.

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

wheel
all-channel
interpersonal
circle

The all-channel network is most often characterized in practice by self-managed groups, where all group members are free to contribute and no one person takes

104) Grapevine studies have shown that ____ percent of e
first through rumors on the grapevine.

50
7
60

A survey found that 75 percent of employees hear about matters first thro
grapevine.

105) Electronic communication includes all of the followin

internet logs.
telephone
videoconferencing.
e-mail.

Electronic communication includes e-mail, text messaging, networking
internet logs, and videoconferencing.

106) _____ refers to the amount of information that can b
communication episode.

Feedback
Filtering
Perception
Channel ri

Face-to-face conversation scores high on richness because it provides for maximum amount of information to be transmitted during a com

107) Jake tells his boss only what he believes the boss w
_____.

filter
selective perception
jargon
feedback

Filtering refers to a sender's purposely manipulating information s favorably by the receiver. For example, when a manager tells h wants to hear, he is filtering information.

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

Filtering
Channel ri
Selective perception
Language

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

109) Tannen's research indicates that men use talk to _____.

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

The essence of Tannen's research is that men use talk to emphasize status, while women use it t
create connection.

110) In _____ cultures, the words themselves are the prim

rich
low-co
symbolic
semantic

In low-context cultures, the words themselves are the primary convey

111) Which of the following statements is TRUE?

All leaders are managers.
All managers are

The formal rights associated with management provide assu
effectively.

Non-sanctioned leadership is not as important as formal in

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

Tra
Path-goal
LPC
Contingency

Trait theories of leadership differentiate leaders from nonleaders
qualities and characteristics.

113) When organized around the Big Five, _____ is the mo
effective leaders.

conscientiousness
emotional stability
courage
extrave

When organized around the Big Five, conscientiousness is the most important trait of effec
leaders.

114) _____ is the extent to which a person is likely to hav
characterized by mutual trust, respect for employees' ideas, and

conscientiousness
emotional stability
courage
consider

Consideration is the extent to which a person is likely to have job re
characterized by mutual trust, respect for employees' ideas, and

115) Fiedler's contingency model assumes that an individu
_____.

changeable
trained
situational
fix

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

116) According to Fiedler's contingency theory, if there is
style to the group situation, what should be done?

Replace the manager.

Change the situation to fit the leader.

Both A a

None of the above.

First, you can change the leader to fit the situation. The second is to change the situation to fit the leader. That could be done by restructuring tasks, decreasing the power that the leader has to control factors, such as promotions and disciplinary actions.

117) Hersey and Blanchard's situational leadership theory is one of the most clearly because it _____.

identifies specific leadership styles

focuses on the

makes leadership contingent on the situation

uses the leadership dimensions of task and relationship be

Situational leadership is a contingency theory that focuses on the followers

118) According to LMX theory, which of the following is N individual's who fall into the out-group?

They get less of the leader's time.

They have leader-follower relations based on formal author

They are t

They get fewer of the preferred rewards that the leader co

"Leader-Member Exchange (LMX) Theory

The out-group members of the leader's time, fewer of the preferr
leader could have leader-follower relations based on formal auth

119) A _____ leadership style, identified by House in path
satisfaction when tasks are ambiguous or stressful than wh
and well laid out.

direc
supportive
participative
achievement-oriented

Path-Goal Theory

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

120) The leader-participation model was developed by ___

Robert House
Fred Fiedler
George Graen
Vroom and

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

Victor Vroom and Phillip Yetton developed a leader-participatio

121) Leaders demonstrate _____ when they use language
perceptions of the world, the meaning of events, beliefs ab
and visions of the future.

mentoring
influence
fram
vision

Inspirational Approaches to Leadership

Leaders demonstrate when they use language to influence followers world, the meaning of events, beliefs about causes and conseq

122) Which of the following is NOT true of charismatic lea

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

Charismatic Leadership

Four characteristics of the charismatic leader are a vision, a willing to take risks to achieve that vision, and behaviors that are out of the ordinary

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

energy
visi

credentials
history with the organization

Charismatic Leadership

A charismatic vision is key to follower acceptance. A vision is a lon
strategy that is based on the attainment of values.

124) A _____ leader has five essential qualities: (1) indiv
skills; (3) managerial competence; (4) the ability to stimul
and (5) a blend of personal humility and professional will.

leve
transactional
charismatic
transformational

Charismatic Leadership

A level 5 leader has five essential qualities: (1) individual capabili
managerial competence; (4) the ability to stimulate others; and (5) a blend
of personal humility and professional will.

125) The overall evidence indicates that transformational
correlated than transactional leadership with _____.

lower turnover rates
higher productivity
higher employee satisfaction
all of the

Transformational Leadership

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

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

Transformational
Transactional
Charismatic
Authe

"What is Authentic Leadership?

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

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

Integrity
Competence
Loyalty
Dista

Trust

The key dimensions that underlie integrity, competence, consistency, loyalty, and openness

128) A _____ is a senior employee who sponsors and supports a less-experienced employee.

mentor
facilitator
leader
coach

"Mentoring

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

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

The digital age can never turn non-leaders into leaders.
Effective on-line leaders need to develop the following components of
Managers whose face-to-face leadership skills are less than online.
The on-line leader has received considerable attention from researchers.

Online Leadership

Good interpersonal skills may include the ability to communicate leadership through written words on a computer screen and to
Some managers, whose face-to-face leadership skills are less

130) Which of the following is NOT a substitute for leader

Explicit formalized goals
Rigid rules and procedures
Cohesive work groups
Professional orientati

Substitutes and Neutralizers to Leadership

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

131) ____ research emphasizes style; whereas research o gaining compliance.

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

Contrasting Leadership and Power

Leadership research, for the most part, emphasizes style and contrasts power to encompass a broader area and focus on tactics for gaining c

132) A has _____ power over B if A can dismiss, suspend, B values his or her job.

Referent
Reward
Legitimate
Coerc

Bases of Power

At the organizational level, A has legitimate power over B if A can dismiss, suspend assuming that B values his or her job. Similarly, B feels that A can assign unpleasant or treat B in a manner that B finds embarrassing. A

133) Avoidance of _____ is why most organizations deve than give their business to only one.

knowledge
depend
power
independence

"Dependency - Key to Power

Dependency is inversely proportional to the alternative sources of s

134) _____ is the only power tactic that is effective acros

Consultation
Rational per
Pressure
Exchange

"Power Tactics

Rational per suasion only power tactic that is effective across org

135) Most studies confirm that the concept of _____ is ce harassment.

Pow
Sex
Politics
Locus of control

"Sexual Harassment: Unequal Power in the Workplace

Most studies confirm that power is the central concept to understanding sexual h This seems to be true whether the harassment comes from a su employee.

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

Politic
Forming coalitions
Playing hardball
Facilitating teamwork

"Politics: Power in Action

Politicking occurs when people use whatever influence they can to t
goals and interests.

137) Which of the following is NOT an individual factor re

Personality traits
Perceived alternatives
Level of
Expectations of success

Factors Contributing to Political Behavior

An individual's personality as well as investment in the organization,
expectations will influence the degree to which he or she will p
means of political action.

138) _____ is the process by which individuals attempt to
others form of them.

Impression ma
Misdirection
Defense behavior
Perception management

"Impression Management

The process by which individuals attempt to control the impres
called impression management

139) _____ are more likely to engage in impression manag
to fit the situation.

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

Impression Management

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

140) Each of the following is a question your text suggest
except:

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

The Ethics of Behaving Politically

The decision tree asks three questions. The first question to a
organizational goals. The second question concerns the rights
relates to whether or not the political activity conforms to stan

141) Conflict must be _____ by the parties to it.

controlled
understood
perce
created

"A Definition of Conflict

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

142) The traditional view of conflict argues that conflict _

cannot be avoided
indicates a malfunctioning
is good for a group
improves productivity

"Transitions in Conflict Thought

The traditional view of conflict has argued that all conflicts must b
malfunctioning within the group

143) The _____ view of conflict argues that some conflict group to perform effectively.

human relations
interact
traditional
functional

"Transitions in Conflict Thought

The interactionist view of conflict encourages group leaders to maintai level of conflict - enough to keep the group viable, self-critical

144) _____ conflicts are almost always dysfunctional.

Explicit
Task
Relatio
Process

"Transitions in Conflict Thought

Relationship conflicts are almost always dysfunctional. The friction a inherent in relationship conflicts increases personality clashes understanding, which hinders the completion of organizational

145) During the _____ stage of the conflict process, cond opportunities for conflict to arise.

potential opposition or
cognition and personalization
vision
intentions

"The Conflict Process

The first step in the conflict process is the presence of conditi
conflict to arise. This is the stage when issues or incompatibility

146) Assertiveness is _____.

the degree to which one party attempts to
the degree to which one party attempts to satisfy the other
the degree to which one party attempts to satisfy everyone
the degree to which one party is cooperative

"Stage III: Intentions

Assertiveness is the degree to which one party attempts to satisfy his

147) Labor-management negotiations over wages exemplifi

integrative
cost-effective
distrib
third-party

"Bargaining Strategies

The most widely cited distributive bargaining is in labor-management n
over wages. Labor's representatives come to the bargaining tab
money as possible out of management. Since every cent more t
management's costs, each party bargains aggressively and trea
must be defeated.

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

Integra
Cost-effective
Distributive
Third-party

"Bargaining Strategies

Integrative bargaining builds long-term relationships and facilitates
future.

149) During which phase of the negotiation process do the
proposals or demands?

Preparation and planning
Definition of gr
Clarification and justification
Bargaining and problem-solving

"The Negotiation Process

Once you've done your planning and developed a strategy, you'
ground rules and procedures with the other party over the nego
this definition of ground rules will also exchange their initial pr

150) Which of the following is correct about cultural diffe

Japanese negotiators communicate directly and use the wo
In negotiations, Brazilians are likel
North America persuade by appealing to emotions.
Arabs rely on facts and appeal to logic.

Global Implications

While Japanese and North American negotiators were unlikely t
other than handshaking, Brazilians touched each other almost f

151) Work specialization is also referred to as _____.

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

"Work Specialization

Work specialization is a division of labor as

152) At an Alcoa aluminum tubing plant in upstate New Yo
into five departments: casting; press; tubing; finishing and
shipping. This is an example of _____ departmentalizat on.

product
functions
geography
proc

"Departmentalization

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

153) The ____ is characterized by highly routine operatin
specialization.

matrix organization
bureauc
simple structure
team structure

"The Bureaucracy

The bureaucracy is characterized by highly routine operating tasks ac
specialization, very formalized rules and regulations, tasks tha
departments, centralized authority, narrow spans of control an
chain of command.

154) The ____ violates the unity-of-command concept.

simple structure
bureaucracy
matrix str
virtual organization

"The Matrix Structure

The most obvious structural characteristic of the matrix is that it breaks the unity-of-command concept. Therefore, the matrix has a dual chain of co

155) The ____ is also called the network or modular organ

virtual orga
team structure
matrix
bureaucracy

"The Virtual Organization

The virtual organization is also called the network or modular organizatio

156) The boundaryless organization relies heavily on ____

information te
vertical boundaries
horizontal boundaries
external boundaries

"The Boundaryless Organization

Because it relies on information technology, some people have turned to calling thi
the T-form (or technology-based) organization.

157) The _____ is a structure characterized by extensive
formalization, a limited information network, and centraliza

mechanisti
organic model
technology model
boundaryless organization

"Why Do Structures Differ?

The mechanistic model has extensive departmentalization, high formaliza
information network (mostly downward communication), and litt
members in decision making.

158) Which of the following is NOT a determinant of an or

Strategy
Organization size
Indus
Technology

"Why Do Structures Differ?

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

159) Changes in corporate strategy precede and lead to _____

changes in the environment
better communication
increased productivity
changes in an organization

"Strategy should follow structure. If management makes a significant strategy, the structure will need to be modified to accommodate

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

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

"Organizational Designs and Employee Behavior

There is no evidence that supports a relationship between span performance.

161) Institutionalization is the process through which ___

individuals become a part of an organization
an organization takes or
an individual is offered a life-time position
an organization employs a critical mass of people

"Institutionalization: A Forerunner of Culture

Institutionalizwhat in this organization take,s a separat life of its own, apart from any of its members.

162) Which of the following is NOT a characteristic of org

Attention to detail
Innovation
Formaliz
Team orientation

"What is Organizational Culture?

The characteristics that capture the essence of an organization's culture taking, attention to detail, outcome orientation, people orienta aggressiveness, stability

163) A strong culture builds all of the following EXCEPT _

cohesiveness
loyalty
qual
organizational commitment

"Culture's Functions

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

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

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

"Culture as a Liability

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

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

Founders hire and keep employees who think and feel the w
Founders indoctrinate and socialize employees to their way
Founders poll early employees to determine t

The founders' own behavior acts as a role model that enco
with them and thereby internalize their beliefs.

"How a Culture Begins

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

166) All of the following serve to sustain a culture EXCEP

selection
formaliz
socialization
top management

"Keeping a Culture Alive

The selection process, performance evaluation criteria, training
activities, promotion procedures ensure that those hired fit in with the cult

167) _____ is the process that adapts employees to the or

Training
Mentoring
Socializ
Communicating

"Keeping a Culture Alive

Socialization is the process that adapts employees to the organizatio

168) Which of the following is NOT a common form by whic employees?

Stories
Selec
Rituals
Language

"How Employees Learn Culture

The most potent forms in which culture is transmitted to employees symbols and language.

169) Which of the following is NOT identified that manage culture?

Visibly reward ethical acts.
Set aggressive perfo
Communicate ethical expectations.
Provide protective mechanisms.

"Creating an Ethical Organizational Culture

Companies desiring to shape ethical culture must provide communicate

expectations, provide ethical training, visibly reward ethical ac
mechanisms so that employees can discuss ethical dilemmas wi

170) Which of the following is NOT a characteristic of a s

Focus on individual development
Employee empowerment
Censorship of employ
Trust and openness

"Characteristics of a Spiritual Organization

The five cultural characteristics that tend to be strongest in spir
sense of purpose, focus on individual development, trust and o
empowerment, and toleration of employee expression

171) The objective of effective _____ is to match individu
ability and experience, with the requirements of the job.

job analysis
selec
recruitment
performance appraisal

"Selection Practices

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

172) _____ tests assess the applicant's ability in an auth

Written
Background
Personality
Performance s

"Substantive Selection

Performance-simulation tests assess the applicant's ability in an authent
best-know performance-simulation tests are work samples and

173) Which of the following was NOT specifically suggeste
general category of employee skills?

Finan
Basic literacy
Problem solving
Interpersonal

"Types of Training

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

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

Financial
Technical
Problem solving
Interper

"Types of Training

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

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

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

Training Methods

On-the-job training includes job rotation, apprenticeships, understu mentoring programs.

176) Performance evaluation serves a number of purposes gets merit increases and other rewards. This is an example functions of performance evaluation?

Basis for reward

Provides feedback on employees
Provides a criterion against which management validates s
programs
Helps managers make human resource decisions

"Purposes of Performance Evaluation

The text emphasizes performance evaluation in its dual role as a me
and as a determinant of reward allocation

177) _____ evaluation provides performance feedback fro
contacts that an employee might have.

Graphic rating scales
BARS
360-de
Forced comparison

"Who Should Do the Evaluating?

360-degree evaluation provides performance feedback from the full
an employee might have.

178) John's performance evaluation rates him on a scale
such as job knowledge and cooperation. John's company is
evaluation system.

forced comparison
written essay
graphic rati

critical incident

"Methods of Performance Evaluation

John's company is using a performance evaluation system. In this system, a supervisor rates employees on a set of performance factors, such as quality or quantity of work, and initiative is listed and rated on a scale.

179) Even the most prestigious of schools has experienced grade inflation. For example, the average GPA of students at Princeton was _____, while it was 2.99 in 2000.

3.06, 3.43
2.47, 3.22
2.99,
3.22, 3.56

"Methods of Performance Evaluation

Even the most prestigious of schools has experienced grade inflation. For example, the average GPA of students at Princeton was 3.43 in 2000.

180) Flextime, job sharing, and part-time work are examples of _____ that help employees balance work-life conflicts.

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

"Work-Life Conflicts

Flextime, job sharing, and part-time work are ways to address work-life conflicts.

181) _____ are responsible for initiating and managing ch

Change a
Innovators
Team leaders
Consultants

"Forces for Change

Change agents are responsible for initiating and managing change wit
individuals can be managers or non-managers, either insiders o

182) Stan is trying to implement a new organizational stru
group of key employees is resisting the change. In an atte
Stan is giving them a key role in the change decision. He d
opinion, but wants their endorsement. Stan is using the ch

education
coopta
negotiation
coercion

"Overcoming Resistance to Change"

Stan is using the cooptation strategy. One type of people discover Stan's motive
strategy may backfire.

183) Refreezing involves _____.

movement to a new state
retrograde to an old state
making a new chang
training employees for change

"Lewin's Three-Step Model

Refreezing involves making the new change permanent

184) John Kotter's _____ for implementing change builds

action plan
implicit strategy
refreezing model
8-step

"Kotter's 8-Step Plan for Implementing Change

John Kotter's 8-step plan for implementing change builds on Lewin's three-

185) What of the following best describe action research?

a financial analysis tool used to evaluate the areas of the potential for change

a change process that focuses on the forces driving change

a change process based on the systematic collection of data and selection of a change action based on what the

all of the above

"Action Research

Action research is a change process based on the systematic collection of data and selection of a change action based on what the analyzed data i

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

Organizational development

Change management

Action research

Employee wellness

"Organizational Development

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

187) _____ uses high-interaction group activities to increase team members.

Sensitivity training

Process consultation
Intergroup development
Team bui

"Organizational Development

Team building uses high-interaction group activities to increase trust members.

188) _____ seeks to identify the unique qualities and spe organization and build on these to improve performance.

Sensitivity training
Intergroup development
Process consultation
Appreciative

"Organizational Development

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

189) When errors are detected in _____, the correction pr and present policies.

double-loop learning
single-loop
survey feedback
organizational development

"Creating a Learning Organization

When errors are detected in the correction process relies on p
and present policies.

190) _____ has developed a reputation as one of Amer ca'
by developing a stream of diverse products, includ ling guita
devices, and fuel cells.

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

"Stimulating Culture of Innovation

W. L. Gore has developed a reputation as one of America's most inn
developing a stream of diverse products, including gu itar string
and fuel cells.

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

a. intelligence
b. integrity
c. work s
d. aptitude

192) These tests have proven to be particularly good predic
cognitive complexity:

a. Intelli
b. Integrity
c. Work sampling
d. Aptitude

193) From the late 1960s and mid-1980s, use of written test
characterized as:

a. unprofessional.

b. discrimi

c. unreliable.

d. invalid.

194) Making an individual actually do the job as a test to se

a. a performance simulation test.

b. valid.

c. work sampling.

d. all of th

195) The best way for an employer to find out if a potential

a. the interview process.

b. a written test.

c. a day in the office.

d. a performance sir

196) Hands-on simulations of part or the entire job is:

a. an assessment center.

b. an performance-simulation interview.

c. job simulation assessment.

d. work sa

197) A more elaborate set of performance simulation tests,
evaluate a candidate s managerial potential, is:

a. work sampling.
b. assessmen
c. personality tests.
d. management development programs.

198) Work samples are widely used in hiring

a. unskilled labor.

b. skilled w

c. professional workers.

d. managers.

199) Assessment centers are used specifically to evaluate w

a. unskilled labor.

b. skilled workers.

c. professional workers.

d. mana

200) Randy Powell, president of Second Cup Limited, was
company into a recognized brand-name organization which
consumer marketplace. Through his experience in various
learned that one of the most important contributors to succ

using technical knowledge as a major force in managing a comp
developing programs which emphasize company rules and regul
implementing specifically targeted marketing plans.
developing a broad based system of performance appraisal.
developing good interperson

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

international i
interpersonal communication.

group structure and process.
leadership.
work design.

202) Organizational behaviour is generally considered to b

applying scientific findings to practical organizational problem
an applied field.
a field of study.
studying what people do in an organization.
an intuitive analysis of h

203) It has become evident that Canadians seem to be exp
and how business leaders conduct themselves and their org
following statements are beliefs of Canadians regarding th
corporations and society except:

Corporations should be pro
Profitable corporations should not lay off workers.
Corporations need to be accountable to a number of different s
Corporations should play a larger role in society.
Corporations should assume a greater leadership role in variou

204) In a recent Financial Post survey regarding workplac
the public deemed that the most important aspect of their j

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

205) Canadian workers are adapting to a new workplace cl
training and further skill development. Adaptability mechan
The recession which affected Canadian industry appears to
Many managers have come to realize that one of the most i
maintaining flexibility and adaptability is:

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

206) A program that asks managers to reconsider how wor organization structured if they were starting to develop the is called:

re-engine
MBO.
TQM.
diversity training.
empowerment.

207) One approach that might have merit in improving com combine some forces which could improve productivity, job profitability. Some of these forces include:

empowering employees, TQM a
new rules and regulations to govern employee behaviour.
major emphasis on efficiency and profitability only.
hiring more managers to supervise technological development.
downsizing, layoffs and restructuring.

208) One phenomenon that assists companies in becoming increase business opportunities is:

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

209) Whereas _____ focuses on differences between countries, _____ addresses differences among people

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

210) If modern day managers do not positively address an
diversity, all of the following may become negative outcom
except:

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

211) By managing people well, companies such as Imperia
Montreal and others have recognized that all of the followi
success except:

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

212) Managing well is obviously an important factor in org
know that the best companies to work for have low turnove
employees. In this type of setting, all of the following have
as reasons for choosing to stay with a company for long pe

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

213) If we know how a person perceives a situation and w
then behaviour is generally:

controllable.
predetermined.
uncontrollable.
unpredictable.
predict

214) Which behavioural science discipline has made the m
to understanding individual behaviour?

sociology
social psychology
psycho
anthropology
political science

215) The OB subject of "perception" has been most influe
science discipline?

political science
psycho
social psychology
anthropology
sociology

216) The OB subject of "bureaucracy" has been most influ
science discipline?

social psychology
anthropology
socio
political science
psychology

217) OB's current state of investigation and study is best

All of OB is based on universal truths proposed by academics,

Political forces have a tendency to influence thegstudy of OB a
conclusions.
There is little disagreement among OB researchters and scholar
OB is practically based on situational or contingeimpcyst
Cause-effect principles, which tend to apply to all situations, h

218) You are working as an assistant to an OB specialist
determine relationships between certain variables and caus
specialist is attempting to determine when people are moti
when they are motivated by recognition, support and encou
connection between rewards and incentives and motivation
specialist appears to be using which of the following appro

open-systems approach
contingency a
human resources approach
observational approach
scientific management approach

219) A model is a(n):

abstraction o
response that is affected by an independent variable.
independent variable.
response that is affected by a dependent variable.
dependent variable.

220) The best example of an efficient organization or emp

an instructor who teaches larger classes than his or her fellow
operating a hospital at the lowest possible co
a telemarketer who makes the required number of calls by the e
a sales person who acquires the most clients of anyone in the
being the most pleasant real estate broker in Toronto.

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

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

reduction of poor employ

222) Ruth needs to examine the process of employee turno
resultant effects and costs being realized by the company.
the financial records in her own department, Ruth noted th
out as a major cost:

design and development of new evaluation forms.
recruitment, selection and train
resistance to new employees by the HR department.
orientation programs for new employees.
resentment of new employees by existing employees.

223) The general attitude toward one's job and the differe
rewards workers receive and the amount they believe they

turnover.
total quality management.
job satisf
job security.
management by objectives.

224) Individual-level independent variables include:

technology.
organizational culture.
human resource policy.
group behaviour.
percep

225) The structure of an OB model includes three basic le
group, and organization systems. Issues that influence all
thus affect behavioural dynamics are:

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

226) The group level analysis in an OB model includes all
independent variables except:

leadership.
group decision making.
work teams.
organizationa
group structure.

227) According to the OB model, all of the following are c
output except:

confl
satisfaction.
turnover.
productivity.
absence.

228) Some of OB's challenges and opportunities include a

reinforcing the importance of traditiona
offering specific insights to improve interpersonal and people s
helping us learn to cope in a continuously changing world.
facilitating the improvement of quality and employee productivi
acknowledging individual differences and value of workforce di

229) One of the major frameworks that every individual wi
accommodate throughout their working lives is:

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

230) Maureen Kempston Darkes is the first woman to head
Maureen is very much aware of the many challenges that sh
and long-range basis. However, she has a firm belief that
improving company operations. Her colleagues in the indus

one who wishes to rigidly maintain the status quo at the compa
a manager who is focusing solely on the company and her empl
a leader who recognizes that labour conflict is not a major con

a manager who wishes to remove most of the control systems w
a team player who strives for less hierar

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

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

232) The external focus of the competing values framewor following except:

environmental conditions.
marketplace.
production p
government regulations.
technological changes.

233) The flexibility-control dimension of the competing va

competing demands to balance traditional c
developing structures that maximize predominantly traditional c
focusing all attentions internally to maintain established opera
maximizing the internal focus of an organization for maximum p
maximizing the external focus of an organization for maximum

234) When we consider leadership in an organization, we

the person or persons who oversee the activities of others.
the person or persons developing specific work patterns.
the person or persons responsible for
the individual who acts solely as the figurehead for the organiz
the individual who deals with the political issues of organizatio

235) Managers generally need to develop an approach tha
effectiveness while achieving the organization's goals. On
competing values framework, managers must:

set clear goals regarding prod
develop mentoring and facilitating skills.
serve as innovators and brokers.
develop skills which will maintain flexibility and discretion.
inspire employees toward high performance behaviour.

236) The competing values framework identifies a series o
and employees facing a changing workplace must develop r
includes which of the following: skills?

goal setting and management of conflict.
evaluating and responding to
negotiating agreement and commitment.
team building and developing subordinates.
managing change and delegating effectively.

237) The competing values framework:

is used by organizations to identify individuals best suited for
emphasis they place on various managerial activities.
is the best approach to use for understanding the complexity o
changing social and technological environment.
helps determine what managers do by categorizing behaviours that are different, bu
attributable to the responsibilities of a manager.
is one approach used to facilitate development of managerial
organizations facing new and
is used by learning organizations to assist them in their acquis
application of knowledge for continued success.

238) Henry Mintzberg concluded that managers are prima
of functional roles which can be grouped into the following

traditional, communication, networking.
technical, human, conceptual.

planning, organizing, leading.
interpersonal, informati
commanding, coordinating, controlling.

239) According to Luthans and his associates, which activ
resource management?

staffing
disciplining
social
managing conflict
motivating

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

A successful manager was defined in terms of how quickly he o
organization.
The aspect which distinguishes the average manager from the e
successful manager is the amount of time and effort invested to
Social and political skills are not as important as t
speed of managerial promotion
All managers, regardless of the organizations within which they
similar managerial activities.
The effectiveness of managers was defined in terms of quantity
and the satisfaction and commitment of their subordinates.

241) All of the following statements are true about learnin

Learning involves change which can be either positive or negat
perspective.
The change in behaviour resulting from learning exists
natu
Changes in behaviour indicate that learning has taken place, a
behaviour.
Learning requires some form of experience which can be acquir
Behavioural changes that result from learning must be relatively

242) Three common theories have been offered to explain individuals acquire their patterns of behaviour: classical c conditioning and social-learning. Which of the following st examining these theories?

Any situation in which it is either explicitly stated or implicitly contingent on some action on your part involves the use of ope As part of classical conditioning, learning a conditioned respon association between a conditioned and an unconditioned stimul Most behaviour, particularly the complex behaviour of individua rather than elicited; it is voluntary rather than reflexive.
Operant conditioning is passive in nature as it identifiable event and as such, can explai
Social-learning theory, although an extension of operant condit existence of observational learning and the importance of perc

243) The classical conditioning theory of learning grew ou

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

244) Comfort foods that bring back memories of a certain of

situational conditioning.
operant conditioning.
sensory conditioning.
associated conditioning.
classical con

245) Operant conditioning argues that

behaviour is reflexive in nature.
behaviour is not learned.
behaviour is a function of
the tendency to repeat a behaviour is very strong.

observational learning is predominant in creating behaviour

246) When a response is followed by the termination o wi
unpleasant, it is called:

manipulation.
positive reinforcement.
negative reinf
extinction.
elimination.

247) Suspending an employee who shows up for work drun

extinction.
negative reinforcement.
punishr
poor management practice.
a conditioned response.

248) Eliminating any reinforcement that is maintaining an
called:

negative reinforcement.
positive reinforcement.
classical conditioning.
extinc
punishment.

249) All of the following statements are true regarding bo
reinforcement except:

Both result in learning.
Both strengthen desired response and increase probability of r
Both tend to weaken behaviour and decrea
Both strengthen job performance.
Both affect behaviour and interaction with the boss.

250) In a case where an employee is frequently late for w
not tardy, the manager compliments him/her for being on ti

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

251) According to research, the _____ form of rein
more resistance to extinction than does the _____ f

repetitious; intermittent
intermittent; c
varied; repetitious
continuous; intermittent
continuous; varied

252) Examples of how managers can use learning theory i
except:

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

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

It tells employees what not to do.
It tells employees what t
It produces fast results in the short run.
It leads to employee frustration and fear of management.
It increases absenteeism and turnover.

254) Which of the following behaviours would undermine a
discipline?

Responding with disciplinary action as soon as possible after
Using due process by providing an opportunity for the employe
Providing a warning before initiating disciplinary action.
Demonstrating fairness and consistency by treat

Allowing the employee to determine what he or she would do to e
repeated.

255) Which of the following is false regarding the knowled
organizational learning?

Organizations learn through feedback based on
Organizations learn by collecting, interpreting and acting upon
Organizations transfer knowledge to one another by sharing kn
Organizations tend to look for entirely new processes and proc
Organizations are better prepared to face new challenges for w
experience.

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

competing values framework
classical conditioning
operant conditioning
social le
reinforcement theory

257) Examples of on-the-job training include all of the fol

job rotation.
apprenticeship.
simulation e
coaching.
mentoring.

258) Examples of off-the-job training include all of the fo

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

259) Interpersonal and problem solving skills may best be

simulation exercises.
classroom lectures.

vide
vestibule training.
apprenticeship.

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

interpretation.
environmental analysis.
percep
outlook.
environmental impact.

261) The focus of a person's attention appears to be influ
except:

the person's interests.
the person's past experiences.
the person's motives.
the targe
the person's attitudes.

262) The theory that has been proposed to develop explan
people differently, depending upon the meaning we assign

attribution
judgmental theory.
situational theory.
behavioural theory.
equity theory.

263) Which of the following is not true about attribution t

It attempts to attribute causes to specific behaviours.
The cause of behaviour may be internal.
The cause of behaviour may be external.
Behaviour can be attributed

Different situations may cause different behaviours.

264) Janice is late for work each day by about ten minute

consensus.
similarity.
reliability.
consist
validity.

265) The tendency to underestimate the influence of exter
the influence of internal factors when making judgments ab
known as:

fundamental attrib
self-serving bias.
selective perception.
consistency.
attribution theory.

266) The tendency of an individual to attribute his own su
while placing the blame for failures on external factors is

fundamental attribution error.
self-servi
consistency.
selective perception.
selective judgment.

267) To blame your boss for not giving you a raise you fel
of:

fundamental attribution error.
attribution theory.
self-fulfilling prophecy.
self-servi
selective perception.

268) Shortcuts in judging others include all of the followi

stereotyping.
halo effect.
projection.
self-servi
contrast effects.

269) When we draw a general impression about an individu characteristic such as intelligence, sociability or appearan

we have misjudged the person.
personal bias is in effect.
we are prejudiced.
the halo effect i
we are projecting.

270) One of the shortcuts used to judge others involves e how he/she compares to other individuals recently encount as:

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

271) People who engage in _____ tend to perceive o themselves are like, rather than according to what the pers like.

projec
contrast effects
the halo effect
stereotyping
selective perception

272) When we judge someone on the basis of our percepti
he/she belongs, we are using the shortcut called:

grouping.
stereoty
categorizing.
assimilating.
the halo effect.

273) A trait that is not inherited is:

muscle composition and reflexes.
energy level.
cultural r
psychological makeup.
gender.

274) An individual's personality is determined by all the f

genetics.
environment.
perceptual
situational factors.
heredity.

275) Factors that are considered environmental influences
all the following except:

birth order.
hered
culture.
family norms.
Protestant work ethic.

276) "Bob is easy-going at home, but at work he becomes
This statement attributes Bob's personality more to which

heredity.

environment.
situat
locus of control.
internalization.

277) All of the following personality attributes have potential in organizations except:

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

278) Individuals who rate high in externality:

are less satisfied w
have lower absenteeism rates.
are less alienated from the work setting.
are more involved on their jobs.
perceive they have significant control.

279) Characteristics of individuals high in Machiavellianis following?

maintains emotional distance, highly authoritative, believes in
impulsive, emotionally involved, has strong ethical beliefs
pragmatic, maintains emotional distance, be
focus most of their time on people issues
develops a realistic and empathetic approach to dealing with e

280) People with high self-esteem:

are less likely to take unpopular stands than low SEs.
tend to be more satisfied with th
tend to be less satisfied with their jobs than low SEs.
tend to be more concerned with pleasing others than low SEs.
generally have lower expectations of success than low SEs.

281) How would you describe an individual who is capable
contradictions between who they are in public and who the

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

282) A risk avoider tends to make decisions:

quickly and with little information.
quickly and with substantial information.
slowly and with little information.
slowly and with substan
only if it is absolutely necessary.

283) Which occupation has the highest risk-taking propens

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

284) An individual who is aggressively involved in a chron
achieve more and more in less and less time is a(n):

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

285) All of the following are characteristics of Type A per

They operate under moderate to high levels of stress.
They are generally faster workers.
They feel impatient with the rate at which most events take pla
They strive to achieve two or more goals at once.
They can easily pursue leisure activi

286) A Type B personality would be most likely to exhibit characteristics except:

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

287) Holland's theory argues that job satisfaction is highe

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

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

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

289) Modern opinions regarding organizational responsibil seem to indicate that:

organizations have an obligation to provide individuals with lif
organizations should have formalized employer-directed career
career development should be paternalistic.
organizations should be supportive as individua
develop
organizations should provide networking contacts for their empl

290) Power distance is generally defined as the degree to

people in a society accept that power in organizations is distri
people in a society accept that values in organizations are dist

a society accepts that power in organizations is a central attri
a society accepts that culture in organizations is relatively sta
people in a society accept that power in organ

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

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

292) The long-term versus short-term orientation dimension long-term orientation value _____ whereas individ orientation emphasize _____.

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

293) The boomers, one of the broad age groups described to some extent all of the following stereotypes typical of t

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

294) Values are:

synonymous with attitudes.
flexible and adaptable.
based solely on perception.
fairly stable

consistent among occupational groups.

295) It would appear from observation and research that t
changed substantially in the last ten years. Air Canada det
following are characteristic of Canadians except:

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

296) The personality of Canadians as compared to Americ
all of the following characteristics except:

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

297) According to Hofstede, which of the following countri
power distance dimension?

United States
Germany
Japan
Rus
Netherlands

298) The socialization process and practices that occur du
extend into the workplace. This is reflected in the differen
work ethic of Japanese and American employees. Most American
early in their formative years to:

be team players.
work within the group.
conform.

question and
recount facts.

299) Honeywell Limited, through the efforts of its manager for life program and encourages its diverse workforce to w work. Thereto diversity training programs have helped people become mo organization. All of the following are results that have bee programs except:

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

300) Jon is a middle-level manager at Apex Corporation w switches for the telecommunications industry. Jon has bee years and has been heard on several accounts expressing is expressing his:

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

301) Job satisfaction is best described as:

a behaviour.
a value.
an atti
a perception.
a personality trait

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

general attitude toward his or her job.
loyalty to the organization.

identification w
need to participate in organizational social activities.
identification with a particular organization

303) Changing a worker's attitude is not an easy task. To
attitude requires a variety of approaches whichpc can include

presenting strong evidence to support your reasons for wanting
clearly telling the individua
presenting arguments which fit each individual being targeted f
appealing to the individual's fears, frustrations and other emot
using a positive and tactful tone when using oral persuasion.

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

psychological identificati
acceptance of goals and values of the organization
willingness to help the organization achieve its goals
desire to remain within the organization
a more enduring response to the organization as a whole than j

305) Employees are most likely to respond to change effor

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

306) Cognitive dissonance may be viewed as a(n)

way to change organizational direction.
force encouraging organizational policy changes.
external pressure to organizational values.
external pressure to change one's attitude.
internal pressure to chan

307) As managers increasingly face diversity concerns in incumbent upon them to develop ways and means to deal w related problems. One of the difficulties of dealing with di

determining how to accommodate the needs of diverse employe
developing adequate rules and regulations to govern work.
determining how to best simplify the various affiliations of ndi
attempting to develop programs which will assimilate diversity.
determining how to accommodate the

308) Jobs require a tremendous amount of initiative and a as interacting with a wider variety of job elements. All of t some of those job elements except:

following company policy and regulations.
meeting performance and productivity standards.
interacting with co-workers and management.
performing community se
often living with less than ideal working conditions.

309) The following are all determinants of job satisfaction

equitable rewards.
level of ed
supportive colleagues.
supportive working conditions.
mentally challenging work

310) Not all individuals seek money as the single most im people willingly accept less money for all of the following

to have greater discretion over
to work in a less demanding job.
to work in a preferred location.
to have greater discretion in the hours they work.
to have greater discretion in the work they do.

311) Despite the fact that the majority of Canadians expre their jobs, all of the following are factors that companies a with a view toward improvement except:

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

312) Research indicates that satisfaction may not lie in th

person
values.
attitude.
health.
stress level.

313) Management is beginning to realize that an individua which seems to hold over time and carries over into his or embodied in the individual's:

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

314) Managers are advised that manipulating job characte rewards and job fit may have little effect on job satisfactio focus on:

employee selection to screen out individua
employee selection to screen out individuals who seem to be m
employee selection to screen out individuals who have extensiv
testing all employees for specific value characteristics.
selecting employees who have a clear ideology of how rewards

315) Employee dissatisfaction can be expressed in a varie of the following except:

conforming to com
stealing company property.
insubordination.
complaining.

shirking part of their responsibilities.

316) Attending union meetings as a response to dissat sfa
response?

exit
voi
value clarification
neglect
loyalty

317) Quietly continuing to do your work, even though you'r
of response to dissatisfaction?

exit
voice
loya
neglect
uncertainty avoidance

318) Evidence suggests that cross-cultural trainirtg makes
upon the organization and the individuals employed the e.
all of the following except:

higher performance.
improved relationships.
focus on preservation of
ability to adjust more rapidly to a new culture.
reduction of expatriate failure rates.

319) A variety of training techniques designed to prepare
assignments include all of the following except:

documentary programs.
print material on the country's demographics.
role-playing exercises.
traditional classro
simulated social settings.

320) Motivation is best defined as:

high performance.

efficient behaviour.
a willingness to exert hi
being told to exert high levels of effort.
a company's cultural norm.

321) All of the following are assumptions of Theory X exc

Employees will avoid assuming responsibilities.
Employees are lazy and generally dislike work.
Employees will seek formal direction whenever possible.
People will exercise self-direction i
Individuals tend to consider security as the most important fac

322) A Theory Y employee would:

dislike work.
need to be controlled.
avoid responsibility.
exercise self-
display little ambition.

323) Maslow's hierarchy has five levels of needs. Which o
those levels?

safety needs
social needs
motivationa
self-actualization needs
physiological needs

324) Which step in Maslow's hierarchy of needs theory de
potential?

self-actua
esteem
safety
social
physiological

325) According to Maslow, when does a need stop motivat

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

Reference:

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326) Which one of the following statements about Maslow'
is not true?

The five levels of needs are arranged in hierarchical order.
Physiological needs are the lowest level.
The lower order need must be fully satisfied before the
domin
The need hierarchy concept has not been well supported by res
Managers recognize that motivation can be highly effective whe

327) Which of the following is not true about the motivatio

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

328) Which of the following would be classified by Herzbe

growth
company
self satisfaction
achievement
responsibility

329) Which of the following is not a criticism of the motiv

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

330) Desire for relationships with those who are significa members, supervisors and friends, are examples of Alderfe

existence needs.
relatednes
growth needs.
esteem needs.
social needs.

331) Which one of the following statements is not charact

It proposes three groups of core needs: existence, relatedness
The theory involves a frustration-regression dimension.
More than one level of needs may serve as motivators at the sa
Existence needs must be satisfied before relat
ERG theory seems to represent a more valid version of the nee

332) Who proposed that achievement, affiliation and powe which help explain motivation in workplace situations?

McClel
Alderfer
Herzberg
Maslow
McGregor

333) The desire for influence and control over others is a need for:

achievement.
affiliation.
pow
esteem.
socialization.

334) Individuals with a high need to achieve prefer jobs w
following except:

personal responsibility for finding solutions to problems.
a high degre
an intermediate degree of risk.
rapid feedback so they can determine if their performance is im
an equal chance of success or failure.

335) The best managers are:

high in their need for power and low ir
high in their need for power and high in their need for affiliatio
low in their need for power and low in their need for affiliation
high in their need for power and high in their need for achiever
low in their need for power and high in their need for achievem

336) Which of the following is inconsistent with goal-setti

Specificity of goals increases motivation.
Goals that are certain to be accompli
Challenging goals or difficult goals can increase performance.
Participation in setting goals increases the chances for those g
Self-generated feedback is a more powerful tool than an exte

337) Your personal evaluation of your ability to perform is

goal setting.
equity.
self-eff
distributive justice.

goal commitment.

338) The probability perceived by the individual that exer will lead to performance is the:

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

339) Expectancy theory is an example of a:

hierarchical model
needs-based model
contingenc
cognitive evaluation model
goal-setting theory

340) In equity theory, individuals assess the:

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

341) Which of the following is not a referent comparison a equity theory?

self-inside
self-
other-outside
self-outside
other-inside

342) When people perceive an imbalance in their outcome others:

an illegal situation is assumed.
they expect to be promoted.

tension is
turnover is inevitable.
goal-setting needs to be renewed.

343) If a salaried worker is underpaid, equity theory woul

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

344) If a piece-rate employee is overpaid, equity theory w

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

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

interpersonal justice
distributive justice
equity
procedural
social justice

346) Which employee would be least likely to be motivated

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

347) Which of the following is suggested by cognitive eva

It would make sense to make an individual's pay
Employees are motivated by a hierarchy of needs.
Extrinsic rewards increase intrinsic rewards.

Needs are divided into higher-order and lower-order categories
It would make sense to make an individual's pay contingent on

348) Most current motivation theories were developed in t
Americans and have a strong emphasis on:

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

349) Basic literacy training must often be provided by emp
_____ of Canadians between the ages of 16 and 65 don't
the demands of tomorrow's workplace.

10 percent
15 percent
22 percent
35 percent
42 per

350) Management by objectives emphasizes participatively

easy to attain.
approved by management.
tangible, verifiable
easy to create and develop.
general in nature.

351) For the individual employee, MBO provides:

specific personal perforr
increased monetary compensation.
communication between co-workers.
a means to an end.
a way to keep the company accountable.

352) Since MBO works in an organization from the "top do
"bottom up," then if all individuals achieve their goals:

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

353) An example of an MBO objective is:

decrease absenteeism.
increase quality of products by September 1, 2000.
improve service to all customers.
cut departmental costs by 10 pe
gain additional marketshare

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

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

355) The major benefit of having employees participate in

that it provides the company with greater financial stability
the possibility that more desirable customers will be attracted.
that it appears to induce employees to accompli
that it provides more time for management to pursue other acti
it takes less time to implement this type of system.

356) Employee recognition can:

be a potent m
assist with goal setting.

always bring additional salary.
help with MBO program implementation.
lead to unrealistic expectations.

357) Which of the following is true about employee recogn

The best ones recognize individual accomplishments only.
The best ones recognize group accomplishments only.
The best ones recognize individual an
The best ones use single sources.
The best ones recognize organizational accomplishment.

358) An employee survey in a variety of work settings dis
more:

money.
vacation.
recogni
discretionary time.
goal setting.

359) When management was asked for the reasons why em
other companies, responses included all of the following e

lack of goa
lack of recognition.
low compensation.
limited authority.
personality problems.

360) Which of the following are forms of variable-pay prog

piece-rate, wage incenti
profit-sharing, bonuses, extended vacations
wage incentive plans, flextime, piece-rate
retirement benefits, extended vacations, wage incentive plans
benefit plans, bonuses, profit-sharing

361) While the process of individual, team and company-w
similar, one factor stands out as being the most important
successful. This factor is:

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

362) A formula-based group incentive plan in which improv
productivity determine the total amount of money that is to

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

363) Gainsharing differs from profit-sharing in that:

it rewards specific behaviours that are more influenced by exte
employees receive incentive rewards only when a company is p
it focuses on productivity gain
it rewards specific behaviours that are less influenced by inter
it focuses on profits rather than productivity gains.

364) Programs that distribute compensation by an establis
a company's profitability are known as:

gainsharing programs.
variable pay programs.
skill-based programs.
profit-sharin
performance-based programs.

365) A major characteristic of profit-sharing programs is t

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

366) Performance-based compensation is probably most co

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

367) Organizations trying to build a strong team will want performance incentives. Employees can be encouraged to m their team succeed by:

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

368) From management's point of view, the appeal of skill

flexib
low cost.
motivation.
ease of administration.
protection of territory.

369) Skill-based pay plans are compatible with all of the f

ERG theory.
the achievement need.
reinforcement theory.
motivation of professionals.

equity theory.

370) The purpose of stretch targets is not only to allow e
abilities, but to:

change the organization's competitive positio
develop new and more dynamic compensation strategies.
redesign managerial function to improve policy setting.
develop rigid and highly specific long-term goals.

371) Options in flexible benefit programs might include a

extended disability.
college tuition reimbursement.
extended vacation time.
participative ma
pension plans.

372) Which of the following is not true about motivating p

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

373) High dissatisfaction is probably inevitable for low-sk

job scheduling is improved.
pay and benefits are signi
the dress code is generally relaxed.
there is opportunity for participative management.
there is greater opportunity for cross training.

374) In recent years, corporate boards have moved toward
fixed salary, and:

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

375) Individuals who are highly motivated and very much c
tasks, ideas and even nonwork-related activities can perfo
to achieve satisfaction and intended outcomes. In such a s
characteristics of such groups except:

challenge is a highly focused effort
the reward is not a
support from friends and peers is very important
little or no supervision is required
willingness to put in long hours of effort

376) All of the following are methods of performance eval

critical incidents.
written essays.
intervi
graphic rating scales.
multi-person comparisons.

377) When an appraiser rates a subordinate on a scale tha
hierarchically, it is called:

behaviourally anchore
critical incident.
graphic rating scale.
multiperson comparison.
individual ranking

378) _____ requires the evaluator to place employee
classification, such as top one-fifth or second one-fifth.

Individual ranking
Group order
Paired comparison
Critical incident
Single criterion

379) Through the use of multiperson comparisons, employ

items along a continuum.
a set of performance factors.

group, individual, or p
graphic rating scales.
360 degree evaluation.

380) Which one of the following characteristics is not part

interdependent
two or more members
organizationally as
come together to achieve particular objectives
interacting

381) The stages of group development are:

idea generation, implementation, termination.
idea generation, implementation, termination.
initiation, evolution, maturation, decline.
forming, storming, norming, perf
initiating, storming, norming, performing, adjourning.

382) In the second stage of group development:

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

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

norm
storming
forming
performing
planning

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

organizational goals and focus are clear.
management is committed to controlling group behaviour.
appropriate rewards are in place for group members.
unions are supportive of group organization.
conflict is directed towards the ta

385) According to the punctuated-equilibrium model, all o about groups except:

The first meeting sets the group's direction.
A transition takes place at the end of the first phase or has used up one third of
The first phase of group activity is one of inertia.
The group's last meeting is characterized by markedly accelera activity.
The transition initiates major changes.

386) The work group has a distinct set of resources deter of the following are examples except:

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

387) The more formal regulations that the organization im

the more dissatisfied the employees will be.
the more productive the work group members will be.
the more the behaviour of the work group members is sta
the less productive the work group members will be.
the less satisfied employees will be with their work groups.

388) Millie is a fashion designer who, at the best of times pressure to design and produce samples of her work. Altho highly skilled individuals to assist in shortening the time i production, Millie recognizes that limited resources will:

encourage greater group creativity.
define new standards for efficiency.
increase long term profitability
have a significant bearing on he
create a reputation of a strong business sense.

389) All of the following are conditions and situations tha group's performance except:

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

390) Formal leadership, roles, group norms, group status a of:

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

391) The understanding of one's responsibilities and dutie

role identity.
role perc
role expectation.
role conflict.
role performance.

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

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

393) The psychological contract is typically characterized

"powerful determiner of behavio
"let the employee be aware."
significant expectations from management about employees.
significant expectations from employees about management.
the psychological contract has no significant meaning in organi

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

norms.
task-oriented roles
maintenanc
individual roles.
role expectations.

395) Acceptable standards of behaviour that are shared by

group n
group rules.
ideas.
opinions.
psychological contracts.

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

appearance factors.
social arran

ethical issues.
group activity.
performance factors.

397) "What do you think would be the best approach to thi
which task-oriented role?

initiating
harmonizing
encouraging
seeking info
providing information

398) From the study conducted by Solomon Asch, we can c

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

399) Professional employees and entrepreneurs usually co
following to be a status criteria?

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

400) If you use a group for taking action, what size shoul

3
6
9
12
15

401) Tendency for employees to exert less effort when wo
working individually is termed:

status equity.
conformity.
compromising.
social lo
role conflict.

402) When predicting turnover in a work group made up of
we'd predict that:

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

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

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

404) An action of two or more substances that results in a
the individual summation of the substances is known as:

brainstorming.
syne
efficiency.
nominal grouping.
cohorts.

405) Three types of interdependence are:

imposed, voluntary, and constrained.
systematic, random, and grouped.
pooled, sequential, a
random, sequential, and constrained.

imposed, sequential, and reciprocal.

406) The simplest and least costly method for managing in

establish a clearly defined hierarchy of decision making.
establish in advance formalized rules and proced
develop and define liaison roles for communication between int
develop task forces representing a variety of departments.
develop long standing specialized teams.

407) The most frequently used selection practice when hir

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

408) The best way for an employer to find out if a potenti
by:

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

409) Traditionally, organizations have been designed arou

indivic
large group.
work teams.
small group.
work and management teams.

410) While business firms have traditionally been organiz
groups have long recognized the importance of _____.

individuals; t
teams; individuals

work groups; individuals
groups; teamwork
management; individuals

411) All of the following helps explain the current popular

Teams typically outperform individuals when tasks require mult
experience.
Teams are a way to better utilize employee talents.
Teams are more flexible and responsive to changing events.
Teams can quickly assemble, deploy, refocus, and disband.
Teams expertly focus on indiv

412) Teams are characterized by which of the following?

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

413) A process where subordinates share a significant deg
power with their immediate superiors is:

participative ma
work councils.
quality circles.
representative participation.
comprehensive involvement.

414) The goal of representative participation is:

for workers to own the firms they work for.
to help workers' self-esteem.
to provide greater distinction between workers and managemen
to redistribute power within
to help workers with self-esteem and increase confidence.

415) You are a member of a work team whose goal is to im
production process. Your team is best described as:

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

416) Work groups of employees and supervisors that meet
quality problems and recommend solutions is a form of par

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

417) Self-managed work teams are generally:

people who take on the responsibilities
meet weekly to discuss ways of improving quality, efficiency, a
are from different work areas, but they are about the same hier
together to accomplish tasks.
made up of people from different levels of the organization.
employees who take on responsibilities for other employees un

418) _____ teams are employees from about the s
they are from different work areas, who come together to a

Self-managed
Problem-solving
Work
Cross-fun
Re-engineering

419) _____ teams are an effective way to allow pe
within an organization to exchange information, develop ne
and coordinate complex projects.

Self-managed
Problem-solving
Cross-fun
Multifaceted
Quality circle

420) Which of the following is not useful in building trust'

Keeping your feelin
Demonstrating that you're working for others' interests as well
Showing consistency in the basic values that guide your decisi
Demonstrating competence.
Maintaining confidences to demonstrate trustworthiness.

421) You find that in a team situation you are often the or
ideas or concepts. Your role is called:

reporter.
explorer.
upholder.
crea
assessor.

422) People who hold strong convictions about the way th
fight the team's battles with outsiders while supporting inte

controllers.
producers.
maintai
assessors.
upholders.

423) In order to reinforce team effort and commitment, ma
use of:

fixed hourly wages.
group ince
individual performance evaluations.
individual piece rate plans.
flexible benefits.

424) Successful teams translate their _____ into s
realistic performance goals.

roles
common pu
norms
skills
knowledge

425) _____ is a characteristic of high performan
believe in the integrity, character, and ability of each othe

Tru
Loyalty
Openness
Reliability
Worthiness

426) _____ is reliability, predictability, and good
situations.

Loyalty
Competence
Openness
Consist
Integrity

427) Studies show that members of cohesive teams have:

lower satisfaction.
higher attrition.

lower absen
negative performance related norms.
no diversity training.

428) _____ is detrimental to group cohesiveness

Diver
Education
Teamwork
Trust
Accountability

429) All of the following are advantages of diversity excep

increased flexibility.
increased creativity.
multiple perspectives.
increased coh
greater openness to new ideas

430) Groupthink results in:

higher quality decisions.
more risky decisions.
less critical
unpopular decision choices.
openness to ideas and innovation.

431) When managing a diverse team, it is important to kee

the lack of a common perspective means that mose
diverse groups are generally less creative.
communication should be easier because the group is diverse.
the group may be less open to new ideas because of its diversi
it will be easier to reach agreement on specific actions.

432) Your work team has been together for quite a long ti
have become less efficient than they once were. You In order t
might:

suggest that some team members retire.
disband the team.
offer a refresher or ad
offer individual incentives.
reinforce the "perfect" process they have developed.

433) Which of the following is not a reason for a mature t

the internal team process no longer works.
productivity measures r
communication has become unclear.
conflicts have increases
performance has dropped

434) To perform well as team members, individuals must b
following except:

communicate openly and honestly.
confront differences.
sublimate personal goals.
keep a sharp focus on
resolve conflicts.

435) Your company is considering implementing work team
You should find this relatively easy because those employe
_____ values.

social
collec
creative
individualistic
leadership

436) When developing new programs or improving credibil
aimed at assisting individuals to become team members al
considered except:

rewards.
training.
individual goa
performance evaluation.
selection.

437) High performing teams have been found to have all o

people with different types of skills.
commitment to a common purpose.
individual as well as team accountability.
clear focus on indi
high mutual trust.

438) Positive aspects of teams include all of the following

higher levels of productivity
higher levels of
common commitment to goals.
improved communication.
increased employee motivation.

439) Various factors influence acceptance and success of
are such factors except:

a market that is unwilling to pay a
attitudes which value continual learning.
employees who enjoy complex tasks.
a strong basis of mutual trust between management and employ
the benefit of combining multiple and diverse skills.

440) Which of the following is not a function of communica

emotional expression

information
motivation
interac
control

441) Clarification to employees about what is to be done, what can be done to improve performance if it is subpar ar of communication?

information
control
motiva
emotional expression
leadership

442) The function of communication that facilitates fulfill

emotional ex
information.
control.
motivation.
interaction

443) The four conditions that affect encoded messages ar

ability, language, timing, and feedback
skill, attitudes, values and leadership capabilities
knowledge, aptitude, timing, and feedback
skill, attitudes, knowledge, and
ability, language, receiver, and channel

444) As depicted in the communication process model, the by:

making contact with the receiver.
choosing a channel of communication.
encoding a
giving feedback to the sender.

making judgments on intent.

445) John writes a memo to his employees. Putting his tho
example of:

encod
decoding.
feedback.
channeling.
sourcing.

446) Communication that flows from one level of an organ

organizational communication.
nonspecific communication.
downward commu
directional communication.
informal communication.

447) _____ is used to provide feedback to higher
progress toward goals, and relay current problems.

Upward commu
Interpersonal communication
Occupational communication
Directional communication
Technical communication

448) In a formal organization, which type of network would
authority relations with no deviations?

vertical
directional
cha
all-channel
horizontal

449) The communication network in which there are no res
are equal is:

nondirectional.
wheel.
all-cha
chain.
horizontal.

450) Rumours would most likely flourish in situations whe

planned and well communicated change.
anxiety and a
an unimportant issue.
strong leadership.
mutual trust

451) All of the following are suggestions for reducing the
rumours except:

announce timeframes for making important decisions.
explain decisions and behaviours that may seem inconsistent o
openly discuss worst-case scenarios.
ignore the situation--ninety percent of the
explain both positive and negative aspects of future plans.

452) Facial expressions, physical distance, and eye contact are examples
of:

kinesics.
nonverbal comm
informal networks.
verbal communication.
formal communication.

453) The academic study of body motions is:

motionality.
biomechanics.
physiology.
kines

physiotherapy.

454) Which of the following statements is not characterist
communication?

It includes meanings transmitted through facial expressions.
It is insignificant and should be ignored in thecir
behavi
It does not make use of oral processes, speech, or formal lang
Less is known about it than is known about verbal communicati
It tends to complicate the verbal communication process.

455) Undue stress regarding oral and/or written communic

noncommunication.
communication ap
communication breakdown.
communication absence.
channel blockage.

456) When a person manipulates information so that it wil
the receiver, he is:

using selective perception.
filtering info
communicating favourably.
using vertical communication.
using horizontal communication.

457) The more levels a message must go through to reach
organizational hierarchy, the more likely that:

subordinates will be discontented.
the power of managers will be diluted.
written memos will be used.
filtering wi
there will be a greater need for team development.

458) Which of the following is not a barrier to effective co

filtering
channel ri

selective perception
language
defensiveness

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

459) Receivers in the communication process can project expectations into communications as they decode them. Th

language.
filtering.
selective pe
emotions.
communication apprehension.

460) Behaviours which are associated with effective lister following except:

paraphrasing.
avoiding distracting gestures.
interrupting th
exhibiting appropriate facial expressions.
making eye contact.

461) A recent study found eight factors related to the effe communications. Not included in this list is:

commitment to two-way communication.
matching actions and words.
shared responsibility for employee communication.
shaping the message for the audience.
avoidance of shari

462) Open book management emphasizes:

shared infor
emphasis on policy and procedure.
individual accounting practices.

managerial practices
organizational structuring

463) Tannen's research indicates that men use talk to ___ it to _____.

emphasize status; cre
build relationships; get promotions
establish blame; emphasize status
create networks; emphasize separateness
create networks; create connections

464) Which of the following is true regarding the differenc they communicate?

Women apologize less.
Women cast themselves in a superior light.
Women avoid directness ar
Women appear more confident than men.
Men use talk to emphasize dependence.

465) In dealing with cross-cultural communication, putting shoes is a method termed:

sympathy.
semantics.
symbolic interaction.
empa
hypothesis testing.

466) Managers generally dislike providing performance fe of the following is not a reason for this reluctance?

Managers are uncomfortable discussing perform employees.
Managers fear possible confrontations with employees when pr
Employees tend to have an inflated assessment of their own pe
"just not good enough."

Managers fear that the human resources department, w
them to modify th
Employees may challenge the evaluation by criticizing the me
someone else.

467) The model that classifies an individual's tendencies
interpersonal communication along the dimensions of expos

managerial grid.
Thomas-Killman Instrument.
Johari Wi
Herzberg Two Factor Theory.
communication process model.

468) Which of the following is a popular model used by tra
and categorize communication styles?

Vroom-Yetton model
personality-communication model
situational leadership theory
Johari Wi
feedback loop

469) Advocates of the Johari Window encourage:

a climate of
cautious communication.
elimination of jargon.
open book management.
a competitive environment

470) How individuals within organizations make decisions
choice is largely influenced by their:

attitudes.
personality.
job satisfaction.
experience.

percept

471) A disparity between some desired state and the actua

decision.
criterion.
attribution.
probl
judgment.

472) Factors that an individual views as important to solv
in which step in the rational decision-making model?

problem definition
ranking the criteria
rating the alternatives
identifying decis
selecting best alternative

473) Which of the following is Step Three of the rational d

allocate weights t
develop the alternatives
identify the decision criteria
evaluate the alternatives
select the best alternative

474) Rationality assumes:

education.
maturity.
consist
experience.
high intelligence.

475) Most decisions in the real world don't seem to follow
Which of the following is probably not likely to happen whe
tough decisions needing to be made in a short period of tir

They are content to find acceptable or reasonable solutions.
Most decisions seem to be made by judgment rather than by log
Choices and alternatives seem to be confined to the short term
Optimization is the central focus in arrivin
There is a general lack of creativity in developing solutions.

476) Searching for a solution that is both satisfactory and

suboptimizing.
optimizing.
satisfi
simplifying.
seeking an implicit favourite.

477) When decision-makers construct simplified models th
features from problems without capturing all the complex
the confines of:

optimal decision-making.
intuitive decision-making.
bounded rat
synectics.
organizational structure.

478) The satisficing decision-maker is best characterized

using the decision confirmation process.
following bounded rationality.
searching for consistency.
seeking a "good eno
one who seeks optimization.

479) Which of the following conditions would probably not
making?

when time is
when facts don't clearly point the way to go
when a high level of uncertainty exists
when variables are less scientifically predictable
when there is little precedent to draw upon

480) If a decision-maker faces a conflict between a personal selectin
to the organization and one that is important to a decision

organizational interest is top priority.
self-interest tend
neither wins.
the winner is unpredictable.
he will make a satisficing decision.

481) When the selective use of perspective alters the way
situation in formulating a decision is referred to as:

bounded rationality.
heuristics.
risk aversion.
perception.
frami

482) The tendency for people to base their judgments on i
available, but may not be accurate is called:

representative heuristic.
availability h
escalation of commitment.
heuristical fallacy.
bounded discretion.

483) When an individual believes that they can beat the o
satisfactory result even when the known failure rate is high

representative heuristic.

availability heuristic.
escalation of commitment.
ignoring the b
risk aversion.

484) An increased commitment to a previous decision desp
termed:

escalation of co
optimizing decision-making.
satisficing decision-making.
re-engineering.
ignoring the base rate.

485) Business students, lower level managers, and top ex
in which style of decision-making?

analyt
directive
conceptual
behavioural
intuitive

486) CEOs and upper-level management have a tendency t
decision-making and concentrate on finding creative soluti
decision-making is called:

analytical.
directive.
concep
behavioural.
intuitive.

487) All of the following are examples of organizational c
makers except:

previous organizational decisions which act as precedents.
decision styles and different ways

organization's performance evaluation and reward systems.
organization's formal rules, policies and regulations.
imposed time constraints and deadlines.

488) Routine decisions made by lower-level workers who r
guidance on rules and regulations are known as:

nonprogrammed decisions.
historical precedents.
alpha decisions.
system-imposed time constraints.
programmed d

489) John is a middle manager who has just been given a
end of the week. This means that some of John's work acti
and some of his personal life will have to be "put on hold."
type of organizational constraint?

deadl
nonprogrammed
rational-economic
programmed
historical precedents

490) All of the following are major advantages that groups
decision-making except:

more knowledge.
higher quality decision.
increased diversity of views.
less time co
more complete information.

491) Which of the following correctly describes the pheno
member will allow her true feelings to be suppressed in or
group?

groupt

grouptank
groupshift
compromise
rationalization

492) When group discussion leads to a significant change
members toward a more extreme position, the group has ex

groups
ambiguity.
flexibility.
compromise.
rationalization.

493) All of the following are explanations for the phenome

Discussion creates familiarization among members.
Our society values risk.
The group leader usually gets the credit o
The group diffuses responsibility.
The group tends to become more bold and daring

494) Which of the following is likely to generate the least

face-to-face intera
brainstorming
Delphi technique
nominal group technique
electronic meetings

495) Vroom and Yetton's five leadership styles differ in d

normative characteristics.
task structure.
routineness.
subordinate par
task definition.

496) Using analogies and inverted rationale to make the s
familiar strange is called:

direct-instruction
attribute listing
lateral thinking
synec
horizontal thinking

497) Utilitarianism is when decisions are made to prov de

least good for the least number
greatest good for the g
greatest good for the decision-makers.
greatest good for the least privileged.
greatest good for the best performers.

498) Managers are being increasingly criticized for their a
they utilize the utilitarian method of decision-making. Whic
utilitarian decision?

laying off large number of employees
moving production operations to other countries
using impartial means to equitably dis
selling products with questionable effects on health
raising prices to increase profitability

499) Many companies are developing corporate ethics thro
and procedures. Which of the following would not foster co

specific examples of situations where there is no right or wron
relying on people to be guided by their conscience
structuring a favourable culture where people will recognize th
having management issue specific regulation
substituting rules and regulations for understood and acceptab

500) Leaders can be described in all of the following ways

They work from high-risk positions.
They have a personal and active attitude toward goals.
They relate to people by the role they p
They are concerned with ideas.
They relate to people in intuitive and empathic ways.

501) The theory that some people have specific characteri while others do not is called:

behavioural.
contingency.
tra
path-goal.
situational.

502) Leadership research indicates that trait theories:

have not been adequately researched.
account for the needs of followers.
are the most popular leadership theories.
fail to clarify the relative impor
address management principles in a holistic manner.

503) Some research seems to indicate that individuals wh adjusting their behaviour in response to different situation

high self-m
low self-monitors.
guaranteed success.
dominance.
dominance and power.

504) If trait research had been successful, we would ____ behavioural studies were correct, we would _____.

teach people certain traits; teach people certain behaviours

select the right person for t
change jobs to suit people; change people to suit jobs
hire only women; hire either men or women
teach people managerial principles; teach people certain behav

505) The two dimensions of leader behaviour explained in

coercion and motivation.
motivation and charisma.
employee-oriented and production-oriented.
initiating structure and
power and influence.

506) According to the Ohio State studies, the extent to wh
trust and respect for his/her employees is referred to as:

employee-oriented behaviour.
task-oriented behaviour.
concern for production.
initiating structure.
consider

507) A leader high in initiating structure would be chatact
following?

focusing on performance evaluation
helping subordinates with personal problems
treating all subordinates as equal
assigning group members t
having concern for subordinates' status and satisfaction

508) Leaders who emphasize interpersonal relations are d
Michigan studies as:

initiating consideration.
employee-o
country club leaders.
contingency-oriented.

relationship-oriented.

509) If a leader's main concern is accomplishing his/her g
Michigan studies labels this leader:

achievement-oriented.
employee-oriented.
single-minded.
production-o
goal-oriented.

510) The graphic portrayal of a two-dimensional view of le
Mouton is known as the :

least preferred co-worker scale.
leader-participation model.
autocratic-democratic continuum.
Manageria
path-goal model.

511) According to Blake and Mouton's Managerial Grid, wh
labelled the "country club" leadership style?

1,1
1,
9,1
9,9
5,5

512) Blake and Mouton's Managerial Grid has all of the fo
except:

country club.
authority-obedience.
impoverished.
democr
team

513) In the University of Michigan studies, low group prod
satisfaction were associated with:

production-orient
technical-oriented leaders.
employee-oriented leaders.
humanistic leaders.
goal-setting leaders.

514) The leadership behaviours identified by the path-goa

participative, directive
achievement-oriented, humanistic
supportive, achievement-oriented
participative, goal-oriented, supportive
supportive, directive, participative

515) According to the path-goal theory, a leader who cons
their suggestions before making a decision is referred to a

supportive
particip
institutional
charismatic
directive

516) Which of the following is not an example of a hypoth
path-goal theory?

Directive leadership leads to greater satisfaction when tasks a
Subordinates with an external locus of control will lead
sty
Supportive leadership results in high employee performance an
are performing structured tasks.
Directive leadership will lead to higher employee satisfaction
within a work group.
Achievement-oriented leadership will increase employee confi
performance when tasks are ambiguous.

517) The path-goal theory of leadership tells us that lead favourably by their subordinates and succeed in exerting m their behaviours closely match all of the following except:

the perceptions that the leader is being helpful.
the needs of the organizatio
the perceived ability to lead and manage successfully.
the needs of their subordinates.
the characteristics of work requirements.

518) Sometimes leadership may not be important. _____ impossible for leader behaviour to make any difference to

Externalities
Neutral
Situational variables
Participation
Task structure

519) All of the following are characteristic of the "people'

direct
employee-oriented.
consideration.
supportive.
relationship-oriented.

520) Which of the following is not true of a charismatic le

They have a vision and the ability to articulate the vision.
They are sensitive to member needs.
They are perceived as manage
They have behaviour that is out of the ordinary.
They are sensitive to the environment.

521) The type of leaders who guide or motivate their follo established goals by clarifying role and task requirements

transactional
charismatic leaders.
transformational leaders.
employee-oriented leaders.
process-oriented leaders.

522) The type of leaders who believe that theyyare empow
giving up their responsibility for leading are:

transcendent leaders.
transformational leaders.
transactional leaders.
laissez-faire
situational leaders.

523) Which of the following is not a characteristic of a tra

encourages innovative approaches to old problems
inspires exertion of extra effort for goal achievement
uses a management-by-ob
tends to use humour strategies
provides opportunities for learning

524) In a recent survey of senior leaders, the key trait re
2000 was:

a strong sens
integrity.
intelligence.
global abilities.
shareholder equity

525) Leaders of teams find themselves in a role of:

director.
coa
follower.
high power.

autocrat.

526) All of the following are differences in the inherent le
women and men except:

Women attempt to enhance followers' self-worth.
Men are more likely to use a directive command and control sty
Men share power and
Women tend to lead through inclusion and rely on interpersona
Men rely on formal authority for their position.

527) Which of the following qualities is not necessary for
follower?

ability to work without close supervision
hold higher performance standards than required
critical thinkers whose knowledge can be trusted
aspirations of management or
commitment to a purpose outside of themselves

528) It is generally considered that leadership is impor
All of the following are actions that leaders take to make a
except:

motivate employees to higher levels of productivity
control deviations from a standard
make rapid and firm decisions
anticipate change and vigorously exploit opportunities
practice charismat

529) Currently the two most popular approaches to leader
and the study of:

leadership neutralizers.
traits.
charis
leadership substitutes.
education and experience.

530) Which of the following is not implied in the definitio

dependency
discretion
control
persua
potential

531) The most important aspect of power is that it:

is necessary for goal achievement.
is the major focus of leadership.
is counterproductive.
tends to corrupt people.
is a function of

532) Which of the following focuses on the downward influ
subordinates?

information
communication
leader
prestige
power

533) Bases of power refers to:

power characteristics.
whether the power position has a good foundation.
what the powerholder has that gi
the elements of power.
leadership characteristics.

534) The power base of an airline hijacker is:

coerc

persuasive.
position.
knowledge.
referent.

535) The control of material rewards is known as:

influence power.
persuasive power.
positive reinforcement power.
coercive power.
reward p

536) The statement "That person can make things difficult
avoid getting him angry" describes someone with what type

referent
reward
legitimate
coer
illegitimate

537) Expert power refers to influence that derives from:

politics.
special skills or
educational institutions.
position.
status.

538) A power whose base is identification with a person w
personal traits is termed:

political.
coercive.
expert.
refer
legitimate.

539) In which instance will dependency not be created?

having something that somebody wants
uncertainty of selling one's product
possession of specialized knowledge
empowering and sh
a resource that has no viable substitute

540) In order to identify the power a department has withi
employee should probably try to answer which of the follow

What proportion of the organization's top level managers came
Has the department's budget allocation been increasing relativ
Is the department represented on important interdepartmental t
How does the promotion rate for people in the department comp
A new employee should ask all o

541) Power tactics explain:

how to influence others in an organization.
the things that motivate people to seek power.
how to organize power functions.
how to translate power bases
how to use power for organizational benefit.

542) If a manager threatens to withhold an employee's pro
is being used?

bargaining
assertiveness
sanct
higher authority
reason

543) Joe comes to you with a request for funds for a proje
company policy supports his position. He is using the tacti

reason.
coalition.
bargaining.

assertiv
higher authority.

544) When managers seek benefits from a superior, they t

friendli
assertiveness.
coercion.
persuasion.
bargaining

545) When employees are granted total decision-making p
and job context, they have which type of employee power?

task setting
self-mana
no discretion
participatory
mission defining

546) When workers can determine how the job gets done,
determining which jobs get done, is known as which type of

task se
self-management
no discretion
participatory
mission defining

547) Which of the following is true about coalition formati

seek to minimize their size
precedes use of individual power
more likely to form when tasks are nonroutine
encompass as many inte
more likely when there is little interdependence

548) Most studies confirm that the concept of _____
sexual harassment.

pow

sex
politics
locus of control
common sense

549) Political behaviour is:

outside one's specified
part of each job requirement.
seen only in large organizations.
counterproductive to individual goals.
not related to power.

550) Illegitimate political behaviour includes activities su

bypassing chain of command.
complaining to your supervisor.
groups of employees simultane
obstructing organizational policies through inaction.
developing contacts outside the organization.

551) When dealing with office politics, the phrase "apple
an "effective management" strategy if thought of in what w

demonstratin
facilitating teamwork
encouraging change and innovation
developing working relationships
career minded

552) "Improving efficiency" in "effective management" which
of the following "political labels"?

blaming others
overachieving
whistle-b
kissing up
covering your rear

553) An individual most likely to engage in political behav
following except:

a high need for power.
a high need to manipulate.
a low need fo
an internal locus of control.
high self-monitoring.

554) Which one of the following factors is most likely to c
behaviour?

authoritarian personalities
employees' high need for power
organizationa
age of the organization
management's high need for power

555) "I've got two tickets to the game tonight that I can't
thank you for taking the time to talk with me." This is an ex
management behaviour?

favo
flattery
accounts
conformity
association

556) Which of the following is false concerning impressio

Applicants using impression management techniques did better
Applicants using a controlling style during an interview were ra
Impression management techniques tend to be used more in hig
situations.
Applicants using a submissive style were preferrresdp
Applicants use self-enhancement and self-promotion to reflect

557) Hospital physicians referring to patients by their roo
using which defensive behaviour?

buffing
depersona
misrepresenting
stalling
playing safe

558) Individuals who rigorously document activity to proje
and thoroughness are using which defensive behaviour?

buff
justifying
playing safe
escalation of commitment
overconforming

559) In the short run, defensiveness affects the organizat

delaying de
decreasing interpersonal tensions.
increasing risk-taking.
facilitating change efforts.
forcing strategic planning.

560) Conflict exists only if:

group members are homogeneous.
it is perceived by the
group members are diverse.
there are differences of opinion.
there is disagreement with established company policy.

561) A process that begins when one party perceives that
affected, or is about to negatively affect, something that t
called:

negotiation.
power.
consideration.
confl
politics.

562) Conflict is functional if it:

supports managerial objectives.
is satisfying to group members.
causes group members to argue.
results in absenteeism and turnover.
improves group pe

563) The first stage of the conflict process is called:

cognition and personalization.
behaviour.
potential op
outcomes.
intentions.

564) Research confirms that participation and conflict are

positively co
counterproductive.
negatively correlated.
always present together.
not correlated.

565) Structural conflict can include all of the following va

degree of specialization.
leadership styles.
universal goal a
jurisdictional clarity.
tenure.

566) The conflict-handling intention that combines asserti

collabor
competing.
avoiding.
accommodating.
compromising.

567) The conflict-handling intention that represents the m
and cooperativeness is:

collaborating.
competing.
avoiding.
accommodating.
comprom

568) According to the conflict process, cooperativeness is

there is an absence of conflict.
one party attempts to satisfy his or her own concerns.
both parties work toward a common goal.
one party attempts to satisfy the
the organization satisfies its own goals.

569) A method that requires the conflicting parties to con
conflict in search of a win-win solution is called:

avoiding.
collabor
compromising.
accommodating.
competing.

570) When the behaviour of the parties is aimed at solvin
the differences, the intention is referred to as:

collabor
compromising.
avoiding.
competing.
accommodating.

571) When one party is willing to be self-sacrificing in or
be maintained., which conflict-handling intention will be us

competing
accommoc
collaborating
compromising
avoiding

572) What is conflict management?

achieving desired
eliminating all conflict
stimulating conflict
avoiding conflict
dysfunctional conflict

573) Which of the following is not a conflict resolution te

expansion of resources
problem solving
smoothing
communic
altering the structural variable

574) Altering the human variable, as one conflict resoluti

face-to-face meeting of the conflicting parties.
expansion of the resource base.
setting the stage to supposes conflict.
using ambiguous threatening messages.
using behavioural change techni

575) Destructive consequences of conflict upon a group o
include all of the following except:

a threat to group survival.
a retardation of communication.
achievement of organ
reduction in group effectiveness.
infighting between group members.

576) A process in which two or more parties exchange goo
agree upon the exchange rate for them is:

negotia
conflict management.
economics.
supply side economics.
resource allocation.

577) The bargaining strategy that operates under zero-sur

win-win.
unethical.
integrative.
distribu
win-lose.

578) Labor-management negotiations over wages exemplifi

integrative bargaining.
cost-effective bargaining.
distributive ba
third-party bargaining.
organizational bargaining.

579) The point below which either negotiating party would
rather than accept a less favourable settlement is called t

resistance
refusal point.
non-negotiating point.
negative point.
target point.

580) Which bargaining strategy is preferable for use in in

positive negotiation
distributive bargaining
integrative ba
equal bargaining
organizational bargaining

581) Which of the following is not a step in the negotiatio

definition of ground rules
bargaining and problem solving
clarification and justification
closure and implementation
evaluation o

582) Preparation and planning is one step in the negotiati involves:

developing procedures necessary for implementation.
actual give-and-take in trying to reach an agreement.
anticipating your oppo
educating and informing each other on the issues.
determining what time constraints, if any, will apply.

583) The clarification and justification step in the negotia

hammering out specifics in a formal contract.
assessing what you think are the other party's goals
actual give-and-take in trying to reach an agreement
providing documentation to help
specific procedures to follow in an impasse.

584) Studies of gender differences in negotiation show:

men are better negotiators.
women are better negotiators.
it depends on th

women are more confident.
no difference exists.

585) In third-party negotiations, a neutral third party who
solution by using reasoning, persuasion, and suggestions i

media
arbitrator.
conciliator.
consultant.
counsellor.

586) In third-party negotiations, a third party who provide
link between the negotiator and the opponent is known as a

mediator.
arbitrator.
consultant.
concili
liaison.

587) Which of the following is not an example of how stim
benefits for the organization?

Conflict is a means through which to bring about radical chang
Conflict facilitates group cohesiveness.
Conflict improves group and organizational effectiveness.
Conflict brings about a much higher level of tens
Moderate levels of conflict will prevent an organization from st

588) Which of the following supports the idea that conflic

Conflict brings a higher, more constructive level of tension.
Conflict helps effective manag
Conflict facilitates group cohesiveness.
Conflict improves group effectiveness.
Conflict improves organizational effectiveness.

589) Organizational structure is made up of key elements. not one of these elements?

decentralization
co-ordin
span of control
chain of command
centralization

590) Which of the following is one of the six key elements consider when designing an organization's structure?

job design
feminine organization
virtual organization
eliminating chain of command
work specia

591) For much of the first half of this century, managers v as an unending source of increased productivity?

formalization
work specia
delegation
centralization
departmentalization

592) Human diseconomies from specialization can include

low turn
low productivity.
boredom.
increased absenteeism.
fatigue.

593) One of the most popular ways to group activities is b

process.
product.
geography.
customer.
functi

594) Sun Petroleum Products departmentalizes by fuels, l
chemicals. This is an example of departmentalization by:

functions.
process.
customer.
produ
job design.

595) When jobs are grouped together by functions it is kn

departmenta
work specialization.
centralization.
formalization.
job structuring.

596) Which type of departmentalization achieves æconomie
with common skills and orientations into common units?

functi
process
product
geographic
technical

597) Which of the following trends is gaining momentum in

using only one type of departmentalization
using less departmentalization
using more customer dep
geographic departmentalization

process departmentalization

598) The unbroken line of authority that extends from the lowest echelon and clarifies who reports to whom is termed

chain of co
authority.
power.
unity of command.
power and authority structure.

599) Which principle states that a person should have one whom he or she is directly responsible?

span of control
unity of co
authority
power
chain of command

600) What is span of control?

pushing decisions down to lower-level employees
concentrating decision-making on one specific point in the orga
centralization
number of subordinates a manage
empowering lower-level employees

601) Centralization refers to:

the geographic dispersion of an organization.
the development and maintenance of power in an organization.
the degree to which decision-making is concentrated or organized
the decision-making process.
team decision-making.

602) In an organization that has high centralization:

the corporate headquarters is located centrally to branch office
all top level officials are located within the same geographic a
top managers make all the decisions--lower-level employees

decision discretion is widely dispersed throughout the organiza
problems can be quickly and efficiently solved.

603) The degree to which jobs within an organization are

routineness.
formaliz
job classification.
job variation.
centralization.

604) In a highly formalized organization, job behaviours a

flexible.
nonprogrammed.
discretionary.
program
non-existent.

605) Employee discretion is inversely related to:

complexity.
standardi
centralization.
technology.
decentralization.

606) Which of the following structures is characterized by formalization, extensive departmentalization, and a limited

technology model
organic model
job satisfaction model
job structure model
mechanisti

607) Which organization is characterized by very few formal r and narrow spans of control?

simple
matrix
boundaryless

bureauc
virtual

608) The matrix structure combines which two forms of de

simple and functional
functional and
product and organic
organic and mechanistic
virtual and team

609) The strength of the matrix structure is its:

ability to facilitate
low economies of scale.
adherence to chain of command.
increased formalization.
advantage of unity of command.

610) Which of the following problems is most likely to occ

employees receiving con
decreased employee motivation
loss of economies of scale
decreased coordination efforts
decreased response to environmental change

611) Which structure breaks down departmental barriers a making to the level of the work team?

virtual
tea
boundaryless
feminine
modular

612) Which type of organization outsources major busines

boundaryless
feminine
innovative
virtual
modu

613) The innovation strategy is characterized by:

avoiding unnecessary costs.
a mixture of loose with tight properties.
low specialization and lo
tight controls over current activity.
looser controls for new undertakings.

614) Which dimension of an organization's environment re
can support growth?

capa
volatility
complexity
structure
technology

615) Which dimension of an organization's environment re
instability?

capacity
volat
complexity
structure
capability

616) Each of the following is an advantage of being a sma
larger companies except:

Niche markets have taken away some of the advantages of larg
Large size may restrict creativity.

Technology favours th
Small firms can be more cost efficient.
Strategic alliances provide opportunity to share developmental

617) Which of the following seek(s) to identify task chara
which these characteristics are combined to form different
employee motivation, satisfaction and performance?

re-engineering
task characteris
process value analysis
theory of distinctive competencies
skills and competencies theory

618) Task characteristics theories seek to identify all of t

how the task characteristics of jobs are combined to form diffe
the relationship of task characteristics to motivation.
which task characteristics are reviewed for a job
the relationship of task characteristics to satisfaction and perf
task characteristics of jobs.

619) The job characteristics model describes jobs in terms
except:

employee per
task identity.
feedback.
skill variety.
autonomy.

620) Task significance is the degree to which the:

job provides substantial freedom and discretion.
job requires completion of a whole piece of work.
job requires a variety of different activities.
job has a substantial impact on other individuals.
employee receives information co

621) In terms of the job characteristics model, nursing th
care unit exemplifies:

high task identity.
low task identity.
high skill variety.
high task sig
low task significance.

622) The predictive index suggesting the motivation poten

task autonomy score.
JCM score.
motivating poter
growth-need score.
job complexity score.

623) Which of the following statements is not true?

People who work on jobs with high-core job dimensions are gen
People who work on jobs with high-core job dimensions are gen
People who work on jobs with high-core job dimer
Job dimensions operate though the psychological states in flu
rather than influencing them directly.
People who work on jobs with high-core job dimensions are gen

624) Which of the following is consistent with the social i
model?

People respond to their jobs a
Co-workers have little influence on an employee's perception o
Job characteristics impact behavioural outcomes.
Managers have little to do with the way an employee views his/
Employee responsibility impacts job structure.

625) Which of the following is not an option a manager ha
change the make-up of employee jobs?

job enlargement
job rotation
job enrichment
job specif
team-based design

626) Josie works on a production line at an automobile ma
right front fenders. She is concerned because now she has
different jobs while each auto is at her station. Josie is ex

team-based work.
job specification.
job enrichment.
job enlarg
cross-training.

627) What is a vertical expansion of jobs?

job enlargement
job rotation
job enric
promotion
cross-training

628) All of the following are conditions which should be m
work group except:

Group members should be homogeneous to
Group membership should be moderately diverse in terms of tal
Members should possess interpersonal as well as task skills.
The group must be sufficiently large to perform the work.
Individual members must have the necessary expertise to do th

629) Which is a philosophy of management that is driven b
customer satisfaction through the continuous improvement
processes?

technology

TQ
re-engineering
process value analysis
MBO

630) All of the following have been noted as failures of T

Sometimes firms were not actually performing TQM; they were j
Employees were not provided with the adequate training neces
Management introduced TQM in a piecemeal fashion rather thar
Managers did not appreciate the complexity of changes involve
Potential for an increase in earnings

631) Which of the following refers to the process whereby
redesigns those processes by which the organization creat
ridding itself of antiquated operations?

TQM
technology review
re-engin
MBO
technology advancement

632) Which of the following is not an example of distincti
engineering process?

core pro
more knowledgeable personnel
superior technical support
comprehensive service
lower prices

633) Determination to what degree each organizational pr
organization's distinctive competencies is referred to as:

competitive assessment.
re-engineering.
process value
TQM.
motivating potential score.

634) The re-engineering process requires reorganization a
Which of the following is not part of this process?

use of cross-functional teams
use of self-managed teams
eliminating levels of middle management
focusing on process rather than function
increasing levels of up

635) While both TQM and re-engineering place an emphasi
customer and the processes involved, they differ in how th
following is not part of the TQM process?

TQM seeks to make incremental improvements.
TQM seeks to improve something that is basically okay.
TQM is initially driven by
TQM relies on bottom-up, participative decision-making.
TQM relies on employee participation in the implementation sta

636) The re-engineering process is characterized by a ser
Which of the following is not part of the re-engineering pro

discarding irrelevant practices and starting over again.
realizing significantly large increases in performance.
process is autocratic and non-democratic.
employee discretion about how the
driven by top management.

637) Integrating computer-aided design, engineering and
low-volume products at mass-production costs is accomplis

employee productivity systems.
process value analysis.
re-engineering efforts.
TQM systems.
flexible manufactur

638) Flexible manufacturing systems are:

repealing the laws of ec
attempts to control materials usage.
closely related to TQM.
a result of worker obsolescence.
attempts to control work flow.

639) Job redesign in Canadian companies is largely modif
unions who are part of these companies. Some unions, how
their membership at least to begin looking at the context o
following is definitely supported by unions?

value opportunity for skill development
basic wages determined through
desire to do more interesting work
share benefits of work redesign
focus on quality improvement

640) It is generally agreed that flexible work arrangement
both employees and the companies involved. All of the foll
benefits except:

reduced stress and anxiety.
"willingness to go the extra mile."
interference with child a
reduced turnover.
increased productivity.

641) It has been proposed that in situations where the wo
start-up and shutdown periods, an organization may improv
implementing:

modern technology.
compressed wo
participative management.
employee incentives.
flextime.

642) A work scheduling option that increases employee di

compressed workweeks.
flexti
a 4-40 program.
job rotation.
shorter workweeks.

643) The major drawback to flextime is that:

the workplace tends to be unorganized.
employees try to arrive late and leave early.
it is not applicable
productivity tends to be lower.
increased absenteeism.

644) The practice of allowing 2 or more people to split a 4

job rotation.
job sha
job enlargement.
job enrichment.
team-based design.

645) When a manager located in Vancouver reports to an e
regarding work being done in Calgary, this is an example o

job sharing.
telecomm
job enriching.
job friendly.
satellite communication.

646) The origin of culture as an independent variable affe
and behaviour can be traced back fifty years ago to the no

industrialization.
institutiona
organization.

capitalization.
business ethics.

647) Which of the following is not true about institutional

It operates to produce common understandings about fundamen
An organization becomes valued for itself, not merely for the g
It becomes obsolete when its original g
It acts in the same manner as organizational culture.
It takes on a permanence and identity of its own separate from

648) A common perception held by the organization's mem
meaning is referred to

the organizational chart.
organizationa
a ritual.
formalization.
a belief system.

649) The key characteristic of organizational culture whic
which management decisions take into consideration the ef
within the organization is termed:

team orientation.
attention to detail.
outcome orientation.
people orie
risk-taking.

650) The key characteristic of organizational culture whic
which organizational activities emphasize maintenance of t
growth is:

team orientation.
aggressiveness.
stabi
outcome orientation.

attention to detail.

651) Minicultures within an organization, typically defined
designations and geographical separation are often called:

mixed cultures.
strong cultures.
dominant cultures.
subcult
mini bureaucracies.

652) The dominant culture is:

the sum of the subcultures.
the culture of the industry leader.
synonymous with the organ
the degree of sharedness.
management's perception about the organization.

653) Observing the physical surroundings, characterizing
examining the degree of formalization of rules and regulati

get a job at an organization.
change the culture of an organization.
"read" the culture of a
reduce barriers to change.
increase barriers to change.

654) Which of the following terms is not part of the defini

highly influential
intensely held values
widely shared values
high structur
core values

655) A strong culture will have the greatest impact on whi

satisfaction
productivity
absence
goal achievement
turno

656) A strong organizational culture increases behavioura
can act as a substitute for:

institutionalization.
formaliz
socialization.
leadership.
followership.

657) Which of the following is not a function of culture?

conveys a sense of organizational identity
facilitates commitment to something larger than individual self
improves the organization's ability to
creates distinctions between organizations
guides and shapes the attitudes and behaviour of employees

658) In the 1990s, the role of culture in influencing emplo

have no effect.
have minimum value.
be increasingly
be decreasing in importance.
be disappearing.

659) As organizations have widened spans of control, flatt
teams, reduced formalization and empowered employees, th
strong culture ensures that everyone is pointed in the sam

rules and regulations
shared m
material symbols
language
hiring practices

660) Culture is a liability in all of the following except wh

shared values will not further the organization's effectiveness.
hiring diverse employees.
it creates a barrier to a merger.
it increases the acceptable rang
makes an acquisition decision difficult.

661) Consistency of behaviour is an asset to an organizat

a dynamic environment.
an unknown environment.
a stable envi
massive changes.
major organizational restructuring.

662) The ultimate source of an organization's culture is:

top management.
the selection process.
the country in which it operates.
its four
the business planning process.

663) The force(s) that play a part in sustaining a culture
except:

promotion procedures.
stakeholder
career development activities.
performance evaluation criteria.
actions of senior executives.

664) The selection process helps candidates learn about t
perceive a conflict between their values and those of the o

wait until they are hired to change the organization.
express their concerns at the time of the interview.
enlighten the organization as to appropriate changes.
self-select themselves out o
inform the organization about its incongruent value system.

665) The stage of the socialization process which encomp
occurred prior to a new member joining the organizatior is

prearr
job training.
orientation.
metamorphosis.
encounter.

666) Which of the following is not a part of the socializati

all the learning that occurs before joining the organization
seeing what the organization is really like
relatively long-lasting changes that take place
recognizing that reality and expectations may diverge
making new employees change their previous

667) If there is a basic conflict between the individual's e
organization's expectations, the employee is most likely to
during which stage?

anxiety
prearrival
adjustment
metamorphosis
encou

668) According to the socialization model, the stage when
his/her work group's values and norms is called:

commitment.
metamorp
acceptance.
encounter.
resolution.

669) Outcomes of the socialization process include:

adaptation, adjustment, commitment.
productivity, commitm
turnover, reality check, consensus.
orientation, productivity, commitment.
orientation, adaptation, adjustment.

670) In which entry socialization option would role models

collective
informal
variable
serial
rand

671) Which of the following is an example of divestiture s

military boot camp
mentoring programs
fraternity
probationary periods
orientation seminars

672) Which of the following would probably not contribute
culture?

use of employee councils through which employees can voice th
having employees serve on the hiring committee to evaluate an
monthly newsletters providing financial information about the c
paying little attention to hiring criteria since employees
free herbal teas and hot organic vegetarian meals subsidized b

673) Which of the following is not one of the four most po
organization's culture?

employee ha
stories
rituals

material symbols
language

674) By learning the language of an organization and the members:

attest to their accept
are assured that they will be retained.
become brainwashed.
reject organizational culture.
conform to managerial directives and values.

675) The major benefit to creating a family-friendly workp

reduces absenteeism.
appeals to both men and women.
improves employee morale and productivity
facilitates recruitment and retentio
reduces the amount of overtime necessary.

676) Which of the following is not a force for change in or

dynamic environment
demands for efficiency
societal d
changing technology
societal infrastructure

677) Phrases such as "more responsive to employees," "m "leaner, more productive" are all examples of which force f

technology
world politics
nature of the v
social trends
stakeholder values

678) Second-order change is all of the following except:

radical.
line
multidimensional.
multilevel.
discontinuous

679) When an individual wishes to change structure, he or

changing people's expectations.
changing people's behaviour.
altering authority r
altering physical layout arrangements.
modifying the way work is processed.

680) All of the following are methods which can be used t

modification of compensation systems.
redefining job descriptions.
combining departmental responsibilities.
redesigning jobs and work schedules.
altering physical layou

681) Managerial and employee attitudes and behaviours ca
processes of:

automation and computerization.
systems and process analyses.
development of a vision statement.
development of new job descriptions.
communication and pr

682) In its simplest sense, organizational culture:

determines what computer systems are to be employed.
determines the best customers to be selected for the company.
represents the mindset of man

represents the basis on which physical facilities are changed.
represents and focuses upon the shareholders.

683) Change efforts to overcome the pressures of both inc
conformity is called:

refreezing.
teamwork.
planned change.
mobilization.
unfree

684) To move from the status quo requires all of the follo

overcoming conformity.
increasing the driving forces.
reducing resistance.
increasing the restr
increasing attractiveness of alternatives.

685) All of the following statements are characteristic of
except:

"Let's paint the big picture for everyone in the company."
"Everyone must contribute freely to discussions and problem so
"Make certain that we use our mistakes to solve problems and
"Let's develop a clear set of rules and regulations
"There will be a little something extra on your year-end salary.

686) You have heard that the department is going to reorg
the reorganization because you fear you may lose your job

secur
habit.
economic factors.
limited focus of change.
cynicism.

687) Individuals resist change for all of the following reas

habit.
economic factors.
fear of the unknown.
threat to ex
cynicism.

688) All of the following are sources of organizational res

structural inertia.
selective informatio
limited focus of change.
threat to established power relationships.
threat to established resource allocations.

689) Which of the following is a source of organizational

cynicism
habit
group in
economic factors
security

690) If individuals resisting change are included in makin
only in an attempt to gain their support, it is called:

co-opta
participation.
manipulation.
coercion.
facilitation.

691) Which of the following is not a tactic for dealing with

cooper
coercion
education
negotiation
support

692) When your manager suggests negotiation as a metho change, he means:

establishment of a collective bargaining committee on each sid
the exchange of something valuable for agreeme
the use of threats or force to obtain compliance.
the use of co-optation to obtain compliance.
manipulation of facts to make the situation appear more attact

693) Exchanging something of value for a lessening of res defined by which of the following tactics?

coercion
negoti
participation
manipulation
co-optation

694) The application of direct threats or force upon resist

power.
co-optation.
manipulation.
coerc
authority.

695) Which of the following is not true with regard to the

The impetus for change is likely to come from individuals who a
Change is a threat to status and position.
The impetus for change is more likely to come fro
organiza
Change implies political activity.
Radical change is too threatening.

696) Which of the following is not true about stress?

It is associated with demands.
It is caused by uncertainty regarding an outcome.

It can be an opportunity.
When stress occurs, it sh
It is caused by not being able to do what is desired.

697) Which of the following is not a factor related to orga

technological u
task demands
role demands
organizational structure
interpersonal demands

698) There are several potential sources of stress. When
employees causing a lack of social support, the factor of s

interpersonal
organizational leadership.
role demands.
organizational structure.
task demands.

699) All of the following statements pertaining to stress a

Stress can improve employee performance.
Stress is additive in nature.
People react differently to stress situations.
Individual factors do not affect s
Stress can be caused by job design and working conditions.

700) Which of the following was not identified as an indiv
the relationship between potential stressors and experienc

achieveme
locus of control
perception
job experience
social support

701) Which of the following is most likely to be associate

considerable job experience
external locus
workaholic personality
impatience and competitiveness
internal locus of control

702) A person who strives for perfection, is very competit
accomplish more in a shorter period of time than others, is

a type B personality.
a type A per
high performance evaluations.
an absence of stressors.
a higher risk for heart disease.

703) Which of the following is not a time management prin

make daily lists of activities to be accomplished
do the tasks you enjoy befo
schedule activities according to priorities
schedule demanding tasks for the periods of time when you are
prioritize activities by importance and urgency

704) If somebody is described as having a Type A perso
following behaviors would you be least likely to witness?
a. doing things rapidly (eating, walking, speaking)
b. impatience
c. preoccupation with measuring things
d. laid-back interp
e. a tendency to attempt to do two or more things at the sam

705) Attitudes:
a. are excellent predictors of behaviour.
b. can be changed through information but are very difficult
c. are evaluative statements or judgments concerning
job satisfaction is one exa
d. are never influenced by cognitive dissonance.
e. depend heavily on organizational design.

706) Although often criticized for various reasons, Freder
hygiene model of work motivation has been influential in r
does his model claim?
a. that satisfaction and dissatisfaction are simply the oppos
b. that hygiene factors are completely irrelevant to motivatio
c. that all the sub-components of the hygiene factors are equ
of motivational factors.
d. that dealing with hygiene factors will, at best
satisfiers that actually motivate people are forwtd
itse
e. that employees are motivated by extrinsic rewards.

707) Expectancy theory explains work motivation in terms
a. the valence (or value) of an outcome and the est
lead to that
b. the balance between inputs and outcomes for the indiv du
comparison.
c. Maslow s hierarchy.
d. Alderfer s ERG model.
e. an irrational, subconscious processes.

708) Which of the following is not part of the group develo
a. forming
b. storming
c. performing
d. refor

709) It is advantageous for groups to have effective norm
the least plausible argument for the importance of norms?
a. Norms facilitate group survival.
b. Norms increase the predictability of group members beha
c. Norms reduce the likelihood of interpersonal embarrassme
d. Norms articulate what is distinctive about the group s de
e. Norms make it unnecessary for the group to
memb

710) Which of the following statements about group size i
a. Small groups are generally quicker at completing tasks th
b. Large groups are generally better at problem-solving than
problems involved are complex.
c. Social loafing is more likely to occur in larger groups.
d. Groups with an odd number of members are generally pref
number of members.
e. All of a - d

711) Which of the following is (or are) characteristics of
a. a clear sense of purpose
b. a norm of civilized disagreement to deal with inevitable
c. informality
d. decisions based on honest expressions of differences with
ultimate decision of the team
e. all of a d are characteris

712) Which of the following mechanisms for coordinating t
generally requires the greatest commitment of organization
a. rules and procedures
b. hierarchy of authority
c. liaison roles
d. task forces
e. integrating de

713) The basic communication model includes several stag
message, transmitting a message, receiving the messag
What is missing from this list that is needed to assure acc
a. the transmission stage
b. the technology dimension
c. the receiver s readiness to hear
d. the feedb
e. the formal network

714) Normative models of decision-making emphasize the
processes and objectivity. Research on how decision-makin
that purely rational processes are impossible or impractica
this problem of bounded rationality by:
a. going along with the group
b. making random or arbitrary decisions
c. applying a decision standard the researc
d. abandoning reason for intuition
e. getting stalled out & as some would put it, paralysis by a

715) Sometimes the choice exists as to whether to assign
individual or to a group. Although groups have many advan
negative attributes. Which of the following are legitimate c
making?
a. They are time consuming which means potential delay and
people being tied up.
b. Conformity pressures can mute the advantages of multiple
c. It is not uncommon for a group to be dominated by one or

d. Group decisions provide an ambiguous sense of responsib
responsibility and sometimes caution is not used.
e. All of a - d are legitimate concerns about

716) Leadership is widely thought to be an important elem
effectiveness. Which of the following approaches to leader
a. behavioural (one best way) theories
b. contingency (it depends on _____) theories
c. trait (the great man/
d. structural (formal authority) theories
e. none of a - d came appreciably before the others

717) Leaders who influence others with consideration and
who possess charisma are referred to as:
a. new-age leaders
b. transactional leaders
c. transformation
d. laissez-faire leaders
e. formal leaders

718) If a person has the right by virtue of his or her forma
comply with his/her work-related requests, this person has
a. coercive
b. reward
c. legit
d. expert
e. referent

719) Which of the following is associated with the organic
design (as opposed to the mechanistic model)?
a. high specialization
b. high emphasis on chain of command
c. centralization
d. formalization
e. none of a - d ; all of them are more associated

720) Concerning organizational cultures,
a. a strong culture is a more productive environment

b. a weak culture is a more productive environment

c. the specific culture that contributes to positive effectiveness

d. the stronger the culture, the more influ

721) Shared organizational values are
a. unconscious, affective desires or wants that guide society's

b. influenced by international values

c. different for the various componen

d. a myth

722) Which of the following best explains why an employe
a. The environment is the most important consideration in unde
behavior.

b. Both the environment and individual differences are
understa

individual employee behavior.

c. Neither the environment nor individual differences are impor
understanding

individual employee behavior.

d. Employee personality and attitudes are primarily dictated by

723) Motivation is important to managers because
a. it is a significant contributo

b. it does not explain the differences in intensity of behavior

c. it explains the differences in attitude and personality

d. not all employees know how to use it effectively

724) Considering extrinsic rewards,
a. money modifies behavior irrespective of the perceptions and

rewarded

b. recognition is a powerful motivating reward for everyone

c. upper management compensation is a strong incentive for low harder

d. benefits are usually based on lo

725) In order from lowest to highest, what are Maslow's fi
a. Social esteem physiological safety self-actualization

b. Physiological safety social self-actualization esteem

c. Physiological safety social est

d. Self-actualization esteem safety social physiological

726) A lack of clarity concerning what will happen is refer
a. temporal

b. predisposition

c. uncer

d. negation

727) Employees with relatively weak higher-order needs a variety and autonomy.
a. l

b. more

c. very

d. extremely

728) Which of the following is a strategy of job design tha meeting employees needs
for psychological growth?

a. Job rotation

b. Job enri

c. Job enlargement

d. Job enrichment and job enlargement

729) What is the key word in understanding organization s
a. Cor

b. Change

c. Process

d. Delegation

730) Organization structures
a. affect group behavior more than individual behavior

b. change rapidly to meet environmental and market changes

c. contribute positively to organizational performance

d. can be defined simply as activi

731) Groups created by managerial decision in order to ac
organization are called
a. formal

b. informal groups

c. task groups

d. interest groups

732) Continued membership in a group will usually require
a. supporting the group leader

b. conforming to g

c. encouraging cohesiveness in the group

d. developing a status system

733) Which of the following is true of managers in relation
a. Managers generally encourage low levels of conflict because

certain point.

b. Managers generally ignore conflict.

c. Managers attempt to eliminate conflict because some
keeping c

out of their area of responsibility.

d. Managers show no consistent attitude toward conflict.

734) It appears that
a. successful leaders tend to be mor

b. there is no link between intelligence of the leader and succe

c. intelligence is the most important "ability" trait in leaders

d. persons with creativity make the best leaders

735) Concerning leadership concepts,
a. leader roles are unnecessary in organizations as leadership is a Gonzalez-Mulé
is used

b. it is likely that a particular set of leader characteri
situation

groups

c. it is likely that the need for leaders will decline in the 21st century as technology

structures

d. the military model of leadership will become more popular in

736) The definition of communication implies that
a. communication is mostly verbal

b. communication is mostly written

c. most communication is in a vertical direction

d. understanding must occur to

737) The LEAST-used communication channel in an organi
a. upward

b. downward

c. diagonal

d. horiz

738) Specific procedures developed for repetitive and rou
a. autocratic decisions

b. programmed

c. easy decisions

d. non-programmed decisions

739) An important potential environmental source of chang
a. a new competi

b. dissatisfied employee attitudes

c. employee grievances

d. a wildcat strike

740) How many determinants of human behavior in an organ
Organizational Behavior(OB)?
Select correct option:
1
2
3
4

741) After which stage of group development the group form
expectations of member behaviors?
Select correct option:

Norm
Storming
Maturation
Forming

742) What does MBO provide for the individual employee?
Select correct option:

Specific performance ob
Precise job descriptions
Clear direction and purpose
Higher salaries

MBO s appeal lies in its emphasis on converting overall organizational objectives into specific objectives for organizational units and individual members.

743) In the following steps in decision making, which would
Select correct option:

Generate alternatives
Rating of alternative
Make a
Implement the decision

Management functions of planning, organizing, leading and controlling are defined by:
Select correct option:

Stephen Covey
Henry Mintzeberg
Henri F
Marry Parker

Reference:
Frenchman Henri Fayol considers management to consist of sev

1.planning
2.organizing
3.leading
4.coordinating
5.controlling
6.staffing
7.motivating

744) Research suggests that which of the following increase
Select correct option:

Absenteeism

Job Prod
Turnover
Dissatisfaction

745) The Big Five Model of Personality contains all of the f
EXCEPT:
Select correct option:

Extroversion
Introve
Emotional stability
Agreeableness

746) Studies indicate that which of the following tends to d
tenure?
Select correct option:

Job satisfaction
Productivity
Absent
Raises and promotion

747) Ahmed believes that men perform better in oral presen
shortcut has been used in this case?
Select correct option:

The halo effect
The contrast effect
Projection
Stereot

748) _____refers to the network of personal and social r
developed spontaneously between people associated with e
Select correct option:

Formal organization
Informal org
Business organization
Government organization

749) Group behavior, power, and conflict are central areas
Select correct option:

Sociol

Anthropologists
Social psychologists
Operations analysts

750) Which one of the following is not considered as a part
Select correct option:

Finished goods
Services
Dividends
Cap

751) Ali migrated from Pakistan to a foreign country. He is
country s customs and has difficulty in adapting it. He also
Ali experiencing?
Select correct option:

Culture shock
Foreign culture
Alien culture
Adventure

Ref: Culture shock can include homesickness, and citizens liv
national newspapers or frequent stores or restaurants similar t

752) In Maslow's Hierarchy of needs, the individual's sense
classified in which of the following needs?
Select correct option:

Self-Actualization Needs
Esteem Needs
Safety Needs
Social

753) Values like working hard, being creative and honest ar
towards achieving organizational goals. Which of the follow
values?
Select correct option:

Terminal values
Instrumental
Theoretical values
Social values

754) Sana is an honest and straightforward person. She bel
similarly honest and straightforward, ignoring signs that th
What perceptual shortcut is Sana most likely using?
Select correct option:

Prototyping

Contrast effect
Halo effect
Projection

"Projection
Attributing one s own characteristics to other people

755) Group behavior, power, and conflict are central areas

Sociol
Anthropologists
Social psychologists
Operations analysts

756) Maslow's Need theory was widely recognized by practi
Select correct option:

1950s and 1960s
1960s an
1970s and 1980s
1980s and 1990s

757) Barriers to Social perception includes all EXCEPT:
Select correct option:

Halo effect
Stereotyping
Proje
Selective Perception

758) Which of the following is an environmental force that s
Select correct option:

Gender
Height
Brain size
Experi

759) Which of the following theory is proposed by Clayton A
Select correct option:

Theory X and Theory Y
Hierarchy of Needs
ERG Th
Theory Z

760) Suspending an employee for dishonest behavior is an e
of shaping behavior?
Select correct option:

Extinction
Negative reinforcement
Punish
Positive reinforcement

761) Asad, one of your newest employees, is an extravert. V
statements is LEAST likely to be true?
Select correct option:

Asad will probably attend
Asad will be suited to a managerial or sales position
Asad will probably have a large number of relationships
Asad will perform well on specialized, detail-oriented tasks

762) Job satisfaction is best described as
Select correct option:

A result
A value
An atti
A discipline

763) If personality characteristics were completely inherited
fixed at birth and no amount of experience could alter them
Select correct option:

Job satisfaction
Here
Environment
Situations

764) Increasingly, we can expect that women will be hired i
Select correct option:

Unskilled
Traditionally female
Socially-c
Professional

765) Values like working hard, being creative and honest ar
towards achieving organizational goals. Which of the follow
values?
Select correct option:

Terminal values
Instrumenta
Theoretical values
Social values

766) Alia has just presented her paper and has done a reall
not want to present your own paper directly after she does
Select correct option:

To avoid the stereotyping effect
To avoid the halo effect
To avoid the co
To avoid the projection effect

767) Individuals with a high need to achieve prefer all of th
Select correct option:

Job situations with personal responsibility
A high degr
Overcoming obstacles
Personal empowerment

768) _____ refers to manager's mental ability to analyze
complex situations.
Select correct option:

Human Skill
Managerial Skill
Conceptu
Technical Skill

769) What does MBO provide for the individual employee?
Select correct option:

Specific personal perfo
Precise job descriptions
Explicit task objectives
Clear direction and purpose

770) The study which enables us to learn about human being societies is known as
Select correct option:

Political Science
Socio
Anthropology
Organizational Behavio

771) What sort of actions is most likely to be attributed to
Select correct option:

Actions that have high distinctiveness, high consensus and
Actions that have high distinctiveness, high consensus and
Actions that have high distinctiveness, lo
Actions that have low distinctiveness, low consistency and

772) Organizational members who intentionally violate estal negative consequences for the organization, its members,
Select correct option:

Deviant Workpla
Emotional Labor
Interpersonal Skills
Social Skills

773) Mr. Zulfiqar, Manager in ABC Company, always assume like to work and avoid working whenever possible, So he u achieve their goals. Which theory is he applying?
Select correct option:

Theory Z
Theory Y
Theor
Goal Setting Theory

774) According to attribution theory, which of the following
externally caused behavior?
Select correct option:

An employee is late be
An employee was promoted because of his abilities
An employee was fired because he slept on the job
An employee was promoted because he was hard working

775) What is the term used for a general impression about a
single characteristic such as intelligence, sociability, or a
Select correct option:

The contrast effect
Personal bias
The halo
Projection

776) Which of the following is not one of the four primary m
Select correct option:

Planning
Staf
Organizing
Leading

777) Sadaf has a low absenteeism rate. She takes responsib
good health habits. She is likely to have a(an):
Select correct option:

Internal locus
External locus of control
Core locus of control
High emotional stability level

778) Which of the following is one of the relationships prop
Select correct option:

Reward-satisfaction relationship
Satisfaction-performance relationship
Rewards-personal goa
Effort-satisfaction relationship
http://www.citeman.com/434-expectancy-theory/

779) Which of the following option shows the quality of cont
problems or difficulties?
Select correct option:

Persis
Intensity
Direction
Meditation

http://www.encyclo.co.uk/define/persistence

780) Which of the following is NOT a key component of emo
Select correct option:

Self-awareness
Self-management
Commit
Empathy

781) Characteristics such as age, gender and marital status
as_____
Select correct option:

Psychographic characteristics
Biographical ch
Geographical characteristics
Behavioral characteristics

782) Which of the following answer choices is the best defi
Select correct option:

Attitudes are the yardstick by which one measures one s a
Attitudes are the emotional part of an evalua
Attitudes are evaluative statements of what one believes a
Attitudes are a measure of how the worth of an object, per

Ref: An emotion generated in response to a person, object
http://en.mimi.hu/marketingweb/attitudes.html

783) Achievements, Honesty, Fairness and Concern for othe
with____Values
Select correct option:

Personal

Work
Instrum
Terminal

784) The smell of fresh cake baking makes Saima s mouth w
which one of the following learning theory?
Select correct option:

Classical cond
Social learning
Operant conditioning
Reinforcement theory

785) Which of the following is NOT an important issue relat
Select correct option:

Goal specificity
Equity among
Feedback
Defining the goal

786) What sort of goals does Management By Objectives (MI
Select correct option:
Tangible, verifiable
Achievable, controllable and profitable
Challenging, emotional and constructive
Hierarchical, attainable and effective

Ref: Management by objectives emphasizes participatively se
verifiable, and measurable. It is not a new idea. It originat
ago.

787) As a manager, one of Ali s duties is to present awards
within his department. Which Mintzberg managerial role is
this?
Select correct option:
Leadership role
Monitor role
Figurehe
Spokesperson role

788) Values like working hard, being creative and honest ar
towards achieving organizational goals. Which of the follow
values?
Select correct option:

Terminal values
Instrumental
Theoretical values
Social values

789) Mr. Hussain is a salesperson. He remembers the names because he is able to retain and recall past experience. He following dimensions of intellectual ability?
Select correct option:
Mem
Number Aptitude
Deductive Reasoning
Perceptual speed

790) Which of the following is NOT one of Hofstede s five d culture?
Select correct option:
Power distance
Future orientation
Uncertainty avoidance
Flexibility ver

791) Biological Characteristics included the following EXCE
Select correct option:
Marital Status
Gender
Col

REF:
" Age
" Gender
" Marital status
" Length of service, etc.

792) What is the term used for the situation where employe choose from among a menu of benefit options?
Select correct option:
Flexible pay
Benefit menu options
Flexible b
Benefit participation

Ref: Flexible benefits schemes enable employees to tailor benefits to suit their personal circumstances. http://www.employeebenefits.co.uk/benefits/flex

793) Mr. Fahad believes that the participation of employees decision making is essential, Which management philosoph
Select correct option:
ERG Th
Theory X
Theory Y
Theory Z

Ref: Alderfer s ERG Theory

Clayton Alderfer s existence-relatedness-growth (ERG) the of work motivation. Alderfer reduces the number of needs f states that needs at more than one level can be motivators

794) Which of the following would not be considered an orga
Select correct option:
Hospital
Charity centers
Red cross
Dairy farmers

795) Which of the following statements is true?
Select correct option:
Older employees have lower rates of avoida
Older employees are more likely to quit their job than your
Older employees are perceived to be more flexible than yo
Older employees generally have lower productivity than yo

Ref: In general, older employees have lower rates of avoidab have higher rates of unavoidable absence, probably due to associated with aging and longer recovery periods when inj

796) Which of the following is NOT a key component of emo
Select correct option:
Self-awareness
Self-management
Commit
Empathy

797) Which one of the following is NOT included in the 4-Ps
Improvement:
Select correct option:
Product
Pla
People
Processes

798) Eden Corp has installed a new email system, but mar
know of its features. Upper management decides to allocat
company s budget to solving this problem. A team that use
arrive at a solution should be aware that this case deviate
rational decision making model in what way?
Select correct option:

There are cost con
The problem is not clearly defined
The options available to the team are not known
There are constraints on the options available

799) The more consistent a behavior, the more the observ
Select correct option:

Attribute it to interpretation
Attribute it to interna
Attribute it to consensus
Attribute it to external causes

800) If everyone who is faced with a similar situation resp
attribution theory states that the behavior shows
Select correct option:

Conse
Similarity
Reliability
Consistency

Ref: Consensus occurs if everyone who is faced with a simila
same way

801) What is the relationship between what one perceives
Select correct option:

They are the same

They cannot be the same
They are rarely if ever the same
They can be substantially different

802) Protecting the interests of deprived and less powerfu
Select correct option:

Obligation
Rig
Justice
Duty

803) _____ creates problem for employees when their jo
display emotions incompatible with their actual feelings
Select correct option:

Depression
Emotiona
Stress
Anxiety

Ref: Emotional labor creates dilemmas for employees when t
exhibit emotions incongruous with their actual feelings

804) Top executives, lower-level managers and business s
in which of the following decision-making styles

Select correct option:
Conceptual
Analy
Behavioral
Ethical

Ref: Business students, lower-level managers, and top execu
in the analytic style.

805) Mr. Rahman discusses job related problems with supe
improve conditions actively. It is an example of which of th
which employees express dissatisfaction? Select correct op
Neglect
Loyalty
Exit
Voi

806) Barriers to Social perception includes all EXCEPT

Select correct option:
Halo effect
Stereotyping
Proje
Selective Perception

807) Which of the following values would be most likely to
value by Rockeach

Select correct option:
Ambition
Self-control
Broad-mindedness
Sense of acco

Ref: Terminal values.
" Preferences concerning the ends to be achieved.

808) Mohsin has already presented two excellent reports.
presented is clearly not as good as the first two reports, y
grade as before. What shortcut has been used in this case
The contrast effect
The halo
Stereotyping
Projection

809) The degree, to which a person identifies with his or
in it, and considers his or her performance as being import
Select correct option:

Job satisfaction
Job invol
Job stability
Job enrichment

Ref: Job involvement
" A workable definition: the measure of the degree to which
psychologically with his/her job and considers his/her perc
important to self-worth.

810) Ali migrated from Pakistan to a foreign country. He is
country s customs and has difficulty in adapting it. He also
Ali experiencing?
Select correct option:

Culture shock p

Foreign culture
Alien culture
Adventure

Ref: Culture shock can include homesickness, and citizens liv
national newspapers or frequent stores or restaurants similar t

811) : Which one of the following words is the best syn
is used in organizational behavior?
Select correct option:

Motivation
Capa
Experience
Wisdom

812) According to the goal-setting theory of motivation, h
reached when goals are set to which level?
Select correct option:

Impossible but inspirational
Difficult but
Only marginally challenging
Easy and attainable

813) If a person responds the same way over time, attribu
behavior shows:
Select correct option:

Distinctiveness
Consensus
Consis

814) What is the last step in the Rational Decision-Making
Select correct option:

Developing alternatives

Collecting relevant data
Weighing the decision criteria
Computing the optir

815) Your boss never gives you the benefit of the doubt. V
from lunch, he assumed that you had simply taken too muc
that the elevators were out and you had to walk up 10 figh
of__.
Select correct option:

Self-serving bias
Selective perception
Fundamental attr page 49
Inconsistency

816) Which of the following is NOT a factor in the individu
Select correct option:

Attitude
Motive
Loca
Perception

Ref: The more relevant personal characteristics affecting per
are attitudes, motives, interests, past experiences, and

817) People with which type of personality trait commonly
because they make them too fast?
Select correct option:

Type
Type Bs
Self-monitors
Extroverts

818) _____focuses on the study of people in relation to the
Select correct option:

Psychology
Socio
Corporate strategy
Political science

819) Rizwan is low on conscientiousness. This would lead
the following statements is most likely to be true about Riz
Select correct option:

He will be easi
He will find comfort in the familiar
He will be comfortable with solitude
He will be nervous, depressed, and insecure

820) Which of the following is an example of an attitude?
Select correct option:

Satisfaction of a person with a job well done
The opinion that it is never acceptable to steal
Anger at being unfairly acc
The avoidance of a restaurant where one once received ba

821) Which of the following is an environmental force that
Select correct option:

Gender
Height
Brain size
Experi

822) Analyzing relationships, determining causes and effe
on scientific evidence all constitute aspects of _____
Select correct option:

Organizational
Intuitive
Theoretical
Syster

823) _____refers to the network of personal and social r
developed spontaneously between people associated with e
Select correct option:

Formal organization
Informal org
Business organization
Government organization

824) Two people see the same thing at the same time yet
do the factors that operate to shape their dissimilar perce
Select correct option:

The perc
The target
The context
The situation

825) What term is used for the extent to which an individu
behaviors in different situations?
Select correct option:

Continuity
Integrity
Stability
Distincti

826) Which of the following is NOT one of the most commo
Select correct option:

Problem-solving
Interdepar
Self-managed
Cross functional

827) People who consistently believe they control their ow
a/an_____.____
Select correct option:

Type A personality
High self esteem
Internal locus
External locus of control

828) Which of the following theories was proposed by Dou
Select correct option:
Hierarchy of needs theory
Theories X
Two-factor theory
Expectancy theory

829) The primary change agents in an organization are:
Select correct option:

Employees
Managers
Lead
Stakeholders

http://books.google.com.pk/books?id=-hz3u0oXAWAC&pg=PA138&lpg=PA138&dq=leaders+are+primary+cnts+in+an+organization&source=bl&ots=xAfewcshgA&sig=ACfU3U1DKG7b4&s7gs=Cuj5A5_OznaZ0&hl=en&ei=ozc-TOPvDs_IccibkKIB&sa=X&oi=book_result&ct=result&resnum=8&ved=0CDcQ6AEwBzgK#v=onepage&q=leaders%20are%20primary%20in%20an%20organization&f=false

830) Mr. Hussain is a salesperson. He remembers the nam because he is able to retain and recall past experience. He following dimensions of intellectual ability?
Select correct option:
Mem
Number Aptitude
Deductive Reasoning
Perceptual speed

831) Ability to understand what is read or heard and the r other is called _____
Select correct option:
Verbal comprehension
Non verbal com
Perceptual speed
Memory

832) The degree to which a person identifies with a job, a considers performance important to self-worth is known as
Select correct option:
Job Satisfaction
Job Enrichment
Job Specification
Job Involvemer

833) A high score in which dimension of the Big Five mode performance for all occupational groups?
Select correct option:
Agreeableness
Conscientiousness
Emotional stability
Openness to

834) Which of the following factors make it imperative tha
flexible?
Select correct option:
Temporariness
Corporate excess
Advances in corporate strategy
Globali

835) Which of the following countries ranks highest in lon
Select correct option:
Afghanistan
Bangladesh
Russia
Chi

836) Increasingly, we can expect that _____ positions will be hired
Select correct option:
Unskilled
Traditionally female
Socially-c
Professional

837) Which of the following term is used to describe broad
people experience?
Select correct option:
Mood
Affect
Emot
Emotional Intelligence

838) Which of the following is NOT a characteristic of phy

Stamina

Strength

Loo

Dexterity

839) An individual's personality is determined by:

Heredity

Environment

Situational factors

All of the

840) Eliminating any reinforcement that is maintaining an learning is:
Extinc

Punishment

Negative reinforcement

Positive reinforcement

841) When an organization takes on a life of its own, we c
a. acquired a culture.

b. developed subcultures.

c. become institu

d. become immortal.

842) Institutionalization is when:

a. people become indoctrinated into an organization s cult

b. an organization becomes

c. when rules and bureaucracy becomes a dominant culture

d. an organization employs over 1,000 people.

843) Which of the following is not true regarding institutionalization?

a. It operates to produce common understandings about ap

b. Acceptable modes of behavior become largely self-evide

c. It means the organization has acquired immortality.

d. The organization s missi

844) _____is a shared system of meaning held by the organi
distinguishes the organization from other organizations

a. Institutionalization

b. Organization

c. Socialization

d. Formalization

845) Which of the following is not a characteristic of organizational cultu

a. attention to detail

b. innovation

c. formality or

d. team orientation

846) The key characteristic of organizational culture in which management decisions take into consideration the effect of the organization is termed:

a. humanistic work practices.

b. sense of community.

c. team orientation.

d. people ori

847) The key characteristic of organizational culture in which people are competitive rather than easygoing is termed:

a. assertiveness.

b. competitiveness.

c. aggress

d. risk taking.

848) The key characteristic of organizational culture in which employees are expected to exhibit precision is termed:

a. accuracy orientation.

b. precision.

c. attention

d. stability.

849) The key characteristic of organizational culture in which organizational activities emphasize maintaining the status

a. permanence.

b. aggressiveness orientation.

c. stab

d. competitiveness.

850) In contrasting organizational culture with job satisfact
latter _____.

a. is written; is implied

b. is implied; describes

c. evaluates; describes

d. describes;

851) _____expresses the core values that are shared by a m
members.

a. Dominant

b. Subculture

c. Socialization

d. Cultural reality

852) The macro view of culture that gives an organization it

a. dominant

b. subculture.

c. strong culture.

d. national culture.

853) Cultures within an organization, typically defined by de
often called:

a. microcultures.

b. subcul

c. divisional cultures.

d. microcosms.

854) Which does not define a subculture?

a. cultures within an organization

b. typically defined by department organizations

c. cultural values that are shared onl

d. usually defined by geographical separation

855) The dominant culture is:

a. the sum of the subcultures.

b. defined by the leader.

c. synonymous with the orga

d. the same as strong culture.

856) The primary or dominant values that are accepted throu

a. foundational values.

b. core v

c. shared values.

d. institutionalized.

857) Which of the following is not one of the ingredients in the definition of a strong cu

a. great influence on members behavior

b. low behaviora

c. widely shared values

d. intensely held values

858) A culture where the core values are intensely held and

a. dominant culture.

b. subculture.

c. strong c

d. formal culture.

859) A specific result of a strong culture should be:

a. lower employe

b. lower employee satisfaction.

c. higher employee turnover.

d. higher absenteeism.

860) The unanimity of a strong culture builds all of the follo

a. cohesiveness.

b. loyalty.

c. qua

d. organizational commitment.

861) According to your text, a strong culture can act as a su

a. institutionalization.

b. formali

c. socialization.

d. organizational rules.

862) High formalization in an organization creates all of the

a. predictability.
b. cohesiv
c. orderliness.
d. consistency.

863) The research indicates that national culture has a ____ organization s culture.

a. greater

b. lesser impact

c. similar impact

d. marginal impact

864) Which one of the following is not a function of culture cited in your tex

a. conveys a sense of organizational identity

b. controls employee behavior

c. affects the organization s ability

d. has a boundary-defining role

865) Culture performs all the following functions except

a. displays the dominance of

b. enhances social system stability.

c. conveys a sense of identity for organization members.

d. facilitates commitment to something larger than individu

866) As organizations have widened spans of control, flatte teams, reduced formalization, and empowered employees, t culture ensures that everyone is pointed in the same direc

a. rules and regulations

b. shared m

c. rituals

d. socialization

867) Culture is likely to be a liability when:

a. it increases consistency of behavior.

b. the environment

c. management is ineffectual.

d. it reduces ambiguity.

868) Consistency of behavior is an asset to an organization

a. a dynamic environment.

b. an unknown environment.

c. a stable env

d. massive changes.

869) Culture may be a liability because it is a barrier to:

a. change.

b. diversity.

c. mergers and acquisitions.

d. all of th

870) In recent years, _____ has become the primary concern

a. cultural com
b. cultural synergy
c. organizational compatibility

d. none of the above

871) The ultimate source of an organization s culture is:

a. top management.

b. the environment.

c. the country in which the organization operates.

d. its fou

872) Culture creation occurs in all of the following ways exc

a. founders hire and keep employees who think and fee th
b. founders indoctrinate and socialize employee to their w
c. founders develop thei
d. founders behavior acts as a role model.

873) All of the following serve to sustain a culture except

a. selection.

b. institutiona

c. socialization.

d. top management.

874) The selection process helps sustain the organization s

a. establishing and enforcing norms.

b. ensuring a proper match of personal

c. socializing the applicant.

d. identifying individuals who have the knowledge, skills, a
jobs.

875) The selection process helps candidates learn about the
perceive a conflict between their values and those of the o

a. work to change the organization.

b. express their concerns.

c. inform the organization of appropriate changes.

d. self-select out of th

876) Top management has a major impact on the organizatio

a. establishing norms that filter down

b. ensuring a proper match of personal and organizational

c. socializing the applicant.

d. providing the metamorphosis framework

877) The process that adapts employees to the organization

a. indoctrination.

b. orientation.

c. sociali

d. institutionalization.

878) The Marine boot camp, where Marines prove their com

a. indoctrination.

b. orientation.

c. sociali

d. institutionalization.

879) The socialization stage that encompasses the learning organization is:

a. prear

b. encounter.

c. metamorphosis.

d. ritual.

880) Which of the following is not the socialization process?

a. prearrival

b. encounter

c. metamorphosis

d. rit

881) _____ is the process that adapts employees to the orga

a. Training

b. Indoctrination

c. Social

d. Orientation

882) The correct order for the stages of the socialization pr

a. prearrival, metamorphosis, encounter.

b. prearrival, encounter, ritual.

c. prearrival, ritual, encounter.

d. prearrival, encounter,

883) The employee compares her expectations to the organizati
socialization?

a. prearrival

b. enco

c. metamorphosis

d. ritual

884) If there is a basic conflict between the individual s exp
organization s expectations, the employee is most likely to be dissatisfied and
during which stage?

a. prearrival

b. ritual

c. enco

d. metamorphosis

885) Employee attitudes and behavior change during the ___

a. establishment

b. transformation

c. encounter

d. metamor

886) The time when a new employee sees what the organizat
that expectations and reality may diverge is called:

a. encounte

b. exploration stage.

c. establishment stage.

d. metamorphosis stage.

887) The employee has become comfortable by the end of th

a. encounter stage.

b. exploration stage.

c. establishment stage.

d. metamorpho

888) Which of the following is not one of the ways in which cultu to employees?

a. stories
b. metamor
c. ritual
d. language

889) Which one of the following terms is not a part of the definition of a

a. material

b. sequence of activities

c. repetition

d. key values

890) _____ typically contain(s) a narrative of events about rule breaking, or reactions to past mistakes.

a. Sto
b. Material symbols
c. Rituals
d. Language

891) According to your text, one of the most potent ways is through:

a. material s

b. role models.

c. colleagues.

d. mentors.

892) _____ are repetitive sequences of activities that expre
of the organization, what goals are important, which peopl
expendable.

a. Stories

b. Ritu

c. Material symbols

d. Formal procedures

893) All of the following are examples of rituals except

a. college faculty seeking tenure.

b. annual award meeting.

c. fraternity initiation.

d. the placement of offices within

894) All of the following are examples of material symbols e

a. top executives use of the company jet.

b. a swimming pool for the employees to use.

c. an annual awa

d. different types of cars for executives.

895) An organizational culture most likely to shape high eth

a. is high in risk tolerance.
b. is low-to-moderate in aggressiveness.
c. focuses on means as well as outcomes.
d. all of th

896) To create a more ethical culture, management should d

a. Be a visible role model.

b. Hush up unet
c. Provide ethical training.
d. Communicate ethical expectations.

897) Which of the following is not evident in customer-responsi

a. Outgoing and friendly employees.
b. Standardization of response
c. Good listening skills.
d. Organizational citizenship behavior.

898) Once a customer-responsive culture hires service-orien
organization must:

a. Clarify the
b. Conduct formal orientation sessions.
c. Allow role ambiguity.
d. All of the above

899) The place to start in building a customer-responsive cu

a. Hire service-contact people who have appros
b. Conduct orientation and socialization of employees.
c. Reduce rules and regulations.
d. Empower employees with the discretion to make day-to-

900) Organizations that promote a spiritual culture:

a. Have organized religious practices.
b. Adopt a corporate religion.
c. Recognize that people have bo
d. All of the above

Critics of the spirituality movement in organizations focus

a. Legitimacy
b. Economics.
c. All the
d. None of the above.

901) _____ defines how job tasks are formally divided, group

a. Organizationa

b. Work specialization

c. Departmentalization

d. Organizational behavior

902) Organizational structure has six key elements. Which is not one of these elements?

a. centralization

b. departmentalization

c. span of a

d. formalization

903) Work specialization is the same as:

a. departmentalization.

b. division o

c. decentralization.

d. job grouping.

904) The degree to which tasks are subdivided into separate

a. departmentalization.

b. decentralization.

c. work speci

d. structure.

905) In the late 1940s, most manufacturing jobs in industria being with high:

a. departmentalization.

b. decentralization.

c. work speci

d. structuralization.

906) For much of the first half of the 20th century, managers viewed _____ as
source of increased productivity.

a. departmentalization

b. formalization

c. work speci

d. automation

907) Which one of the following components of organizationa
defines where decisions are made?

a. complexity/simplicity

b. formalization/informalization

c. centralization/de

d. specialization/enlargement

908) The basis by which jobs are grouped together is termed

a. departmenta

b. bureaucracy.

c. specialization.

d. centralization.

909) Grouping jobs on the basis of function, product, geogr
form of:

a. departmenta

b. specialization.

c. centralization.

d. bureaucracy.

910) One of the most popular ways to group activities is by:

a. product.

b. func

c. geography.

d. process.

911) Proctor & Gamble departmentalizes by Tide, Pampers, C
an example of departmentalization by:

a. function.

b. process.

c. geography.

d. prod

912) A plant manager who organizes the plant by separati manufacturing, personnel, and purchasing into departments departmentalization.

a. target customer

b. product

c. funct

d. geographic

913) _____ departmentalization achieves economies of sca with common skills and orientations into common units.

a. Funct

b. Process

c. Product

d. Geographic

914) At an Alcoa aluminum tubing plant in New York, product departments: casting; press; tubing; finishing; and inspect This is

a. functional departmentalization.

b. process departme

c. product departmentalization.

d. none of the above.

915) The unbroken line of authority that extends from the t lowest echelon and clarifies who reports to whom is termed

a. chain of c

b. authority.

c. span of control.

d. unity of command.

916) The right inherent in a managerial position to give or obeyed is termed:

a. chain of command.

b. autho

c. power.

d. unity of command.

917) The _____ principle helps preserve the concept of an u

a. span of control

b. chain of command

c. unity of c

d. centralization

918) The _____ principle states that a person should have whom he or she is directly responsible.

a. span of control

b. chain of command

c. unity of c

d. authority

919) The _____ refers to the number of subordinates a m effectively direct.

a. span of

b. unity of command

c. chain of command

d. decentralization principle

920) Which of the following is a drawback of a narrow span c

a. It reduces effectiveness.

b. It is more efficient.

c. It encourages overly tight supervision and d

d. It empowers employees.

921) Which of the following is a drawback of a narrow span of control?

a. It is expensive.
b. It makes vertical communication in the organization mor
c. Supervisors may loose contr
d. It encourages overly tight supervision.

922) The trend in recent years has been toward:

a. narrower spans of control.

b. wider spans
c. a span of control of four.
d. an ideal span of control of six to eight.

923) If you have a narrow span of control, you have a(n) ___

a. efficient
b. short
c. t
d. matrix

924) _____ are consistent with recent efforts by companies t
speed up decision making, increase flexibility, get closer t
employees.

a. Wider spans
b. Narrower spans of control
c. Matrix structures
d. Simple structures

925) The best definition for centralization is:

a. decision making is pushed down to lower level employees
b. decision making is concentrated at a sir
c. decision making depends on the situation.
d. decision making is done in each departmefor and then se
decision.

926) In an organization that has high centralization:

a. the corporate headquarters is located centrally to branc

b. all top level officials are located within the same geogra

c. top managers make all the decisions andylow
out direc

d. action can be taken more quickly to solve problems.

927) The more that lower-level personnel provide input o ar
to make decisions, the more _____ there is.

a. centralization

b. decentra

c. work specialization

d. departmentalization

928) If a job is highly formalized, it would include which of the following?

a. clearly defined procedures on work processes

b. explicit job description

c. high employee j

d. a large number of organizational rules

929) Explicit job descriptions, lots of rules, and clearly defi
processes are consistent with:

a. high forma

b. high specialization.

c. high centralization.

d. bureaucracy.

930) Employee discretion is inversely related to:

a. complexity.

b. standard

c. specialization.

d. departmentalization.

931) Which of the following is not a common organizational design?

a. simple structure
b. bureaucracy
c. centralized
d. matrix structure

932) The _____ is characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization.

a. bureaucracy

b. matrix organization

c. simple structure

d. team structure

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

a. high centralization

b. high horizontal differentiation

c. high employee discretion

d. standardization

934) The _____ is a flat organization.

a. bureaucracy
b. centralized structure
c. matrix structure
d. none of the above

935) Simple structures are characterized by:

a. shared authority.

b. a narrow span of control.

c. standardization.

d. a low degree of depa

936) This is most widely practiced in small businesses.
a. simple st
b. standardization
c. centralized structure
d. span of control

937) The bureaucracy is characterized by all of the following

a. highly routine operating tasks.
b. formalized rules and regulations.

c. tasks that are grouped into functional departments.

d. decentralized dec

938) The key underlying all bureaucracies is:

a. flexibility.

b. standard

c. dual lines of authority.

d. wide span of control.

939) The ____ is characterized by highly routine and thorough operati
specialization.

a. simple structure
b. bureau
c. centralized structure
d. matrix structure

The strength of the simple structure lies in its:

a. efficiency.
b. simpl
c. centralization.
d. span of control.

940) Which of the following is not a weakness of the simple structure?

a. It is risky.
b. information overload
c. There is little unit
d. slower decision making

941) The structure that creates dual lines of authority and c
departmentalization is the:

a. organizational structure.

b. bureaucracy.

c. matrix str

d. virtual organization.

942) The matrix structure combines which two forms of depa

a. process and functional

b. functional an

c. product and process

d. none of the above

943) The _____ violates the unity of command concept.

a. simple structure

b. virtual structure

c. matrix st

d. team structure

944) Which one of the following problems is most likely to occur in matrix struc

a. decreased response to environmental change

b. decreased employee motivation

c. loss of economies of scale

d. employees receiving con

945) The strength of the matrix structure is its:

a. ability to facilitate

b. economies of scale.

c. adherence to chain of command.

d. standardization.

946) The major disadvantage of the matrix structure is:

a. the confusion it creates.

b. its propensity to foster power struggles.

c. the stress it places on individuals.

d. all of th

947) The primary characteristics of the _____ structure are t
departmental barriers and decentralizes decision-making to

a. virtual

b. te

c. boundaryless

d. organizational

948) In larger organizations, the team structure complements

a. virtual organization.
b. bureau
c. formal structure.
d. boundaryless organization.

949) A small, core organization that outsources major bus
organization.

a. team

b. virt

c. boundaryless

d. matrix

http://www.docstoc.com/docs/7886857/Organization-Structure

950) The ____ is also called the network or modular organiz

a. virtual orga
b. team structure
c. pyramid
d. boundaryless organization

951) The prototype of the virtual structure is today s:

a. appliance manufacturers.
b. movie-making or
c. fast-food restaurants.
d. software companies.

http://www.docstoc.com/docs/7886857/Organization-Structure

952) The major advantage of the virtual organization is its:

a. control.

b. predictability.

c. flexib

d.empowerment.

953) The _____ organization stands in sharp contrast to the many vertical levels of management and where control is s

a. virt

b. team

c. limitless

d. matrix

954) The boundaryless organization relies heavily on:

a. information te
b. functional and product departmentalization.
c. the simple structure.
d. none of the above.

955) An organization that seeks to eliminate the chain of co control, and replace departments with empowered teams is
a. virtual organization.

b. boundaryless o

c. matrix organization.

d. team structure.

956) The one common technological thread that makes the possible is:

a. reengineering.

b. MBA s.

c. networked c

d. mainframes.

957) The _____ is a structure characterized by extensive de formalization, a limited information network, and centraliza

a. mechanist

b. organic model

c. traditional model

d. bureaucracy organization

958) Which of the following is not a characteristic of a mechanistic structu

a. extensive departmentalization

b. high formalization

c. limited information network

d. flexi

959) If there is low formalization, a comprehensive information system, high participation in decision making, one would expect a(n)

a. simple structure.

b. mechanistic structure.

c. organic st

d. stable structure.

960) All of the following are characteristics of the organic m

a. cross-functional teams.

b. cross-departme

c. cross-hierarchical teams.

d. high participation.

961) Which of the following is not a determinant of an organization s struc

a. strategy
b. organization size

c. innov
d. technology

962) Changes in corporate strategy precede and lead to:

a. changes in the environment.

b. better communication.

c. increased productivity.

d. changes in an organiz

963) A strategy that emphasizes the introduction of small (or ne
_____ strategy.

a. innov

b. enhancement

c. progressive

d. organic

964) The innovation strategy is characterized by:

a. unorthodox structures.

b. a mixture of loose with tight properties.

c. low specialization and

d. high technology

965) _____ refers to how an organization transfers its inputs

a. Production
b. Techn
c. Operations
d. Process

http://www.docstoc.com/docs/20916902/Chapter-10---FOUNDATION-OF-ORGANIZATION-STRUCTURE

966) Which of the following is not a part of the organization s environment?

a. public pressure groups
b. customers
c. techn
d. competitors

967) The _____ of an environment refers to the degree to wh

a. capa

b. qualifications

c. potential

d. capability

968) _____ refers to the degree of instability of an environm

a. Instability

b. Vola

c. Irregularity

d. Unpredictability

969) Three key dimensions to any organization s environmen
the following is not one of these key dimensions?

a. volatility

b. capa

c. complexity

d. capacity

970) The _____ of an environment refers to the degree of he
among environmental elements.

a. density

b. simplicity

c. compl

d. intricacy

971) Which of the following generalizations about organizati
performance and satisfaction is most true?

a. There is fairly strong evidence linking de.centralization

b. It is probably safe to say that no evidence supp
control and employee

c. The evidence generally indicates that bureaucratic provi
employee productivity.

d. No one wants work that makes minimal intellectual de ma

972) There is research evidence to suggest that:

a. employees with high self-esteem are more satisfied with

b. a manager s job satisfaction increases as employees
she supe

c. centralized organizations tend to have more satisfied em

d. a manager s job satisfaction is inversely related to the
supervises

973) When an organization takes on a life of its own, we c

a. acquired a culture.

b. developed subcultures.

c. become institu

d. become immortal.

974) Institutionalization is when:

a. people become indoctrinated into an organization s cult

b. an organization becomes

c. when rules and bureaucracy becomes a dominant culture

d. an organization employs over 1,000 people.

975) Which of the following is not true regarding institutionalization?

a. It operates to produce common understandings about ap

b. Acceptable modes of behavior become largely self-evide

c. It means the organization has acquired immortality.

d. The organization s missi

976) _____is a shared system of meaning held by the organi distinguishes the organization from other organizations

a. Institutionalization

b. Organization

c. Socialization

d. Formalization

977) Which of the following is not a characteristic of organizational cultu

a. attention to detail

b. innovation

c. formality or

d. team orientation

978) The key characteristic of organizational culture which management decisions take into consideration the effect of the organization is termed:

a. humanistic work practices.

b. sense of community.

c. team orientation.

d. people ori

979) The key characteristic of organizational culture in which people are competitive rather than easygoing is termed

a. assertiveness.

b. competitiveness.

c. aggress

d. risk taking.

980) The key characteristic of organizational culture in which employees are expected to exhibit precision is termed:

a. accuracy orientation.

b. precision.

c. attention

d. stability

981) The key characteristic of organizational culture in which organizational activities emphasize maintaining the status

a. permanence.

b. aggressiveness orientation.

c. stab

d. competitiveness.

982) In contrasting organizational culture with job satisfact latter _____.

a. is written; is implied

b. is implied; describes

c. evaluates; describes

d. describes;

983) _____expresses the core values that are shared by a m
members.

a. Dominant

b. Subculture

c. Socialization

d. Cultural reality

984) The macro view of culture that gives an organization it

a. dominant

b. subculture.

c. strong culture.

d. national culture.

985) Cultures within an organization, typically defined by de
often called:

a. microcultures.

b. subcul

c. divisional cultures.

d. microcosms.

986) One of the most frequently used selection devices that
amount of influence:

a. inter

b. written test.

c. performance simulation test.

d. work sampling.

987) The unstructured interview:

a. is made up of random questions.

b. typically is biased.

c. often is unrelated to future job performance.

d. all of th

988) The variability in interview results across applicants is
following?

a. using a standardized method of evaluating information
b. using a standardized set of objectives
c. using a standardized
d. none of the above

989) The variability in interview results across applicants is
following?

a. screening interviewers for job-related skills
b. standardizing the rating of the interviewers qualificatio
c. providing interviewers with a uniform
d. none of the above

990) The effectiveness of the job interview is increased by:

a. using audition-type interviews

b. using behavioral struc

c. using performance-simulation interviews

d. using problem-solving interviews

991) Applicants describe how they handled problems and sit

a. behavioral structu

b. audition-type interview.

c. performance-simulation interview.

d. problem-solving interview.

992) The behavioral structured interview is built on the assu

a. past behavior is the best predi

b. technical knowledge and skills are the best predictor of

c. personality is the best predictor of job performance.

d. none of the above.

993) The evidence indicates that interviews are most valuab

a. applied level of mental skills.

b. level of conscientiousness.

c. interpersonal skills.

d. all of the

994) In practice, organizations use interviews to

a. determine applicant-c

b. assess specific, job relevant skills.

c. evaluate teamwork orientation.

d. none of the above.

995) These yield validities superior to written aptitude and

a. work sa
b. behavioral structured interviews
c. integrity tests
d. interest tests

996) According to the book U.S. corporations with 100 or mo
much in a recent year on formal training?

a. more than $25 billion.

b. more than $

c. more than $80 billion.

d. more than $100 billion.

997) Basic literacy training must often be provided by emplo
of the U.S. population that reads below the eighth-grade le

a. 20%

b. 30%

c. 40%

d. 50

998) Which one of the following employee skills was not
author?

a. fina

b. basic literacy

c. problem solving

d. interpersonal

999) According to your author, which type of skill training h
important?

a. financial

b. tech

c. problem solving

d. interpersonal

1000) Learning how to be a better listener and how to be a m
included in:

a. communication skills.

b. technical skills.

c. problem solving skills.

d. interperson

1001) A recent survey found that about ___ percent of emplo
largest U.S. corporations receive ethics training.

a. 10
b. 25
c. 50
d.

1002) Examples of on-the-job training include all of the follo

a. job rotation.

b. apprenticeship.

c. simulation

d. understudy assignments.

1003) Examples of off-the-job training include all of the follo

a. classroom lectures.

b. apprenticeship

c. Internet courses.

d. public seminars.

1004) The primary drawback of on-the-job training is that

a. it is not as effective as other methods.
b. it often disrupts t
c. it is too time consuming.
d. all of the above

1005) Effective training recognizes that people learn in different learning styles:

a. feeling.

b. sensing.

c. seeing.

d. none of th

1006) Which one of the following was mentioned in your text evaluations?

a. improve group cohesiveness

b. define departmental structure

c. validate selecti

d. identify how jobs are done

1007) The performance evaluations suggested by your text is:

a. a method to identify training needs.

b. a feedback mechanism.

c. a mechanism for secu

d. a basis for reward allocation.

1008) Your text emphasizes performance evaluations as a me

a. providing f

b. determining promotions.

c. human resource planning.

d. identifying training needs.

1009) Performance evaluation is most relevant to which relationship in the e theory of motivation?

a effort-perfo

b. effort-goal

c. reward-goal

d. performance-goal

1010) We can expect individuals to work considerably below following conditions occurs?

a. if the objectives that employees are expected to achiev
b. if the criteria for measuring those objectives are vague
c. if the employees lack confidence that their efforts will l of their performance.
d. all of th

1011) Individual task outcomes that management could evalu except

a. quantity produced.

b. scrap generated.

c. average number of

d. cost per unit of production.

1012) Examples of behaviors that management could evaluate except

a. quantity pr

b. average number of calls per day.

c. sick days per year.

d. cost per unit of production

1013) The weakest set of criteria used to evaluate employee

a. tra

b. task outcomes.

c. behaviors.

d. none of the above.

1014) This is one of the most reliable sources of appraisal d

a. Immediate superiors

b. Pe

c. Immediate subordinates

d. Customers

1015) Which of the following is not true concerning self-evaluation?

a. Self-evaluations get high marks from employees themse

b. Self-evaluations tend to heighten employees' satisfa proc

c. Self-evaluations make excellent vehicles for stimulating discussions between employees and their superiors.

d. Self-evaluations suffer from over-inflated assessments.

1016) The approach to evaluation that uses feedback from th
with an employee (everyone from mailroom personnel to cu
termed:

a. critical incidents.

b. 360-degree e

c. BARS.

d. multiperson comparisons.

1017) This system provides performance feedback from a full

a. 360-degree

b. Peer evaluation

c. Paired comparison

d. Subordinate evaluation

1018) All of the following are methods of performance evalua
except

a. critical incidents.

b. written essays.

c. interv

d. graphic rating scales.

1019) The evaluation method that focuses the evaluator s att
are key to executing a job effectively is:

a. forced comparison.

b. critical ir

c. graphic rating scales.

d. behaviorally anchored rating scales.

1020) Which performance evaluation method requires no com
training to complete?

a. written

b. critical incidents.

c. graphic rating scales.

d. behaviorally anchored rating scales.

1021) Which performance evaluation method participates descripti
plans, examples, and solves immediate problems

a. written essays

b. critical incidents

c. graphic rating scales

d. behaviorally anchore

1022) If the manager uses critical incidents as a method of p

a. the subordinate is apt to become confused.

b. the evaluator s writing skills become the determining fa

c. the subordinate will become motivated.

d. the focus is on k

1023) One reason to consider graphic rating scales is:

a. accuracy.

b. quantitative analysis

c. quality of result.

d. breadth of information.

1024) When an appraiser rates employees based on items on reflecting actual behaviors on the given job, it is called:

a. BA

b. critical incident.

c. graphic rating scale.

d. behavioral structured ratings.

1025) This method evaluates one s performance against the others.

a. BARS

b. Critical incident

c. Graphic rating scale

d. Forced con

1026) This method requires the evaluator to place employees such as top one-fifth or second one-fifth.

a. Individual ranking

b. Group order

c. Paired comparison

d. Fractional ranking

1027) Which approach to performance evaluation rank-orders worst?

a individual

b. group order ranking

c. paired comparison

d. straight ranking

1028) All of the following are ways to overcome problems en
evaluations except

a. document performance in a journal.

b. focus on identi

c. use multiple evaluators.

d. emphasize behaviors.

1029) The author suggests that this can be used to increase
are treated fairly.

a. selective evaluation

b. due pr

c. multiple raters

d. documenting with a journal

1030) Which of the following is not a warning given by managers regarding t
to give performance feedback?

a. Many employees become defensive when their weakness

b. Fear of confrontation with employees.

c. Employees have an inflated assessment of their own per

d. The human resources department or upper m

1031) Which of the following is not a suggestion offered by your text for de
system to evaluate the performance of teams?

a. Tie the team s results to the organization s goals.

b. Measure both team and individual performance.

c. Encourage individuals to

d. Train the team to create its own measures.

1032) Which of the following statements is true concerning i
practices?

a. Structured interviews are popular in all countries.
b. Beliefs about how one should conduct an interpersonal
countries.
c. The use of educational qualifications in se
universal p
d. Policies and practices do not require modification fr

1033) Which of the following is not true concerning international performan

a. Caution should be used in generalizing across cultures.
b. Every culture is concerned with
c. Not all managers look at performance appraisal the sam
US.
d. Individualistic countries emphasize formal performance

1034) Which of the following might a company consider to he
work/life conflicts?

a. Keep workloads reasonable.
b. Reduce work-related travel.
c. Offer on-site quality child-care.
d. all of th

1035) The centerpiece of most diversity programs is:

a. top management commitment.

b. employee commitment.

c. trai

d. human resource personnel.

1036) Diversity training programs are generally intended to p

a. increasing awareness and ex

b. focusing on individual differences.
c. eliminating group learning.
d. balancing work/life conflicts.

1037) An example of change in the nature of the work force i

a. increase in college attendance.

b. mergers and consolidations.

c. more cultural

d. increase in divorce rates.

1038) Which of the following is not a force for change?

a. technology
b. economic shocks
c. decreasing
d. social trends

1039) Phrases such as more cultural diversity, e many new e skills, and increase in professionals are all examples of

a. technology

b. world politics

c. nature of the

d. social trends

1040) An example of change in the nature of competition is:

a. growth of e-c
b. collapse of Enron Corporation.
c. more cultural diversity.
d. increased interest in urban living.

1041) Change activities that are intentional and goal oriente

a. planned

b. second order change.

c. change agents.

d. first order change

1042) If an organization used an outside consultant as oppos
agent, the result would probably be:

a. more cautious and thoughtful.

b. more reflective of the organization s history and culture

c. more ob

d. reflective of the fact that change agents must live with
actions.

1043) Which factor in choosing an outside consultant as char
more drastic changes (good or bad)?

a. the cost.

b. internal members resistance to outsiders.

c. they do not have to live with the repe

d. objective perspective.

1044) If an organization used an insider as a change agent a
consultant:

a. the change would probably

b. the change would probably be more drastic.

c. the change would probably be more objective.

d. the change would more likely be second order.

1045) Resistance to change is positive since:

a. it provides a degree of stability to behavior and produc
b. without some resistance, OB would take on characterist
c. resistance can be a source of functional conflict.
d. all of th

1046) It is easiest for management to deal with resistance w

a. ov

b. expressed.

c. passive.

d. implicit.

1047) The greater challenge is managing resistance to chang

a. passive.

b. resolute.

c. defe

d. explicit.

1048) An example of a source of individual resistance to cha

a. inertia.

b. structural inertia.

c. ha

d. threat to expertise.

1049) Which of the following is a source of individual resistance to cha

a. habit

b. security

c. fear of the unknown

d. ine

Five reasons why individuals may resist change are
1. Habit: Life is complex, to cope with having to make hundreds of decis
rely on habits or programmed responses.
2. Security: People with a high need for security are likely to resist chang
their feelings of safety.
3. Economic factors: Another source of individual resistance is concern that c
one s income.
4. Fear of the unknown: Changes substitute ambiguity and uncertainty for the k
5. Selective information processing: Individuals shape their world through thei
perceptions. Once they have created this world, it resists chan

1050) All of the following are sources of organizational resis

a. structural inertia.

b. security.

c. limited focus of change.

d. threat to established power relationships.

1051) The built-in mechanisms that an organization has to pr

a. structural

b. threat to expertise.

c. habit.

d. selective information processing.

1052) Which one of the following is a tactic for dealing with res
change?

a. collabo

b. manipulation

c. participation

d. cooptation

1053) Which tactic for overcoming resistance to change basi
resistance lies in misinformation?

a. training and development
b. facilitation and support
c. education and co
d. teaching and advancement

1054) Exchanging something of value for a lessening of resis
by which of the following tactics?

a. compromise

b. negot

c. cooptation

d. manipulation

1055) Using covert influence to overcome resistance to chan

a. negotiation.

b. cooptation.

c. manipul

d. coercion.

1056) Which tactic to overcome resistance to change is a r
support of adversaries, but may backfire if the targets bec

a. negotiation

b. conciliation

c. manipu

d. coercion

1057) If individuals resisting change are included in making
to gain their support, it is called:

a. coopt

b. exploitation.

c. manipulation.

d. coercion.

1058) The application of direct threats or force upon resiste

a. exploitation.

b. cooptation.

c. manipulation.

d. coer

1059) Politics suggest that the impetus for change is more li

a. outside change agents.
b. employees who are new to the organization.
c. managers slightly removed from the main power structur
d. all of th

1060) Managers who have spent their entire career with the
hierarchy are:

a. good change agents.

b. generally the impetus for change.

c. often impediment

d. none of the above.

1061) This is one of the ways to achieve unfreezing:

a. The driving forces directing behavior awa
increa

b. The restraining forces which hinder movement from the

c. A combination of (a) and (b).

d. All of the above are ways to achieve unfreezing

1062) Who developed a three-step model for change that in
movement, and refreezing?

a. John Kotter

b. David McClelland

c. Kurt L

d. Lawrence Summers

1063) To direct behavior away from the status quo, one can i

a. restraining forces.

b. restricting forces.

c. driving

d. compelling forces.

1064) To move from equilibrium, Lewin suggests:

a. decreasing restr
b. increasing compelling forces.
c. decreasing driving forces.
d. all of the above

1065) _____ is a change process based on systematic collec
a change action based on what the analyzed data indicate.

a. Organizational development

b. Action re

c. Planned change

d. Process consultation

1066) The step in the action research process where info ma
concerns, and needed changes from members of the organi

a. feedback.

b. evaluation.

c. diagr

d. action.

1067) All of the following are steps in the process of action

a. diagnosis.

b. form

c. feedback.

d. action.

1068) The action research process closely resembles:

a. political research.

b. scientific

c. organizational development.

d. appreciative inquiry.

1069) In the process of action research, diagnosis is followe

a. feedback.
b. anal
c. action.
d. evaluation.

1070) Which of the following is considered a benefit of actio

a. Employees can carry out the specific actions needs to correct
b. It is problem
c. It is solution centered.
d. It is simple to implement.

1071) _____ encompasses a collection of planned-change int
democratic values that seek to improve organizational effe
being.

a. Organizational d
b. Planned change
c. Process consultation
d. Action research

1072) Which of the following is an underlying value in orgar
development?
a. participation

b. confrontation

c. contrib

d. power equalization

1073) The de-emphasis of hierarchical authority and control

a. participation.

b. power equa

c. trust and support.

d. respect for people.

1074) Which of the following is not true of OD?

1) Problems should b
2) Problems should be openly confronted.
3) Effective organizations are characterized by trust.
4) People should be treated with dignity and respect.

1075) T-groups are also known as:

a. action research teams.

b. appreciative inquiry training groups.

c. team building groups.

d. sensitivity trai

1076) _____ is a method of changing behavior through unstru

a. Action research

b. Planned change

c. Process consultation

d. Sensitivity

1077) A tool for assessing attitudes held by organizational m
discrepancies among member perceptions, and solving thes

a. sensitivity training.

b. survey fe

c. process consultation.

d. intergroup development.

1078) The purpose of _____ is for an outside consultant to a
to perceive, understand, and act upon process events with

a. a change agent

b. survey feedback

c. process co

d. action research

1079) The activities included in team building include all of

a. goal setting.

b. personal dev

c. team process analysis.

d. role analysis.

1080) Rather than looking for problems, _____ seeks to identif
special strengths of an organization, which can then be bu
performance.

a. appreciativ
b. action research
c. team building
d. process consultation

1081) Which of the following is not a step in the AI process?

a. discovery
b. dreaming

c. de
d. destiny

1082) _____ is a new idea applied to initiating or improvin
service.

a. Continuous improvement processes

b. Double-loop learning

c. Innov

d. Process reengineering

1083) An organization that has developed the continuous cap
termed a(n):

a. learning org

b. continuous improvement process.

c. innovative organization.

d. double-loop learning organization.

1084) Which has been the most studied potential source of in

a. cultural
b. struc
c. human resources
d. champions

1085) _____ involves correcting errors using past routines a

a. Process reengineering

b. Single-loop

c. Double-loop learning

d. Continuous improvement process

1086) Errors that are corrected by modifying the organizatio
standard routines are part of:

a. single-loop learning.

b. double-loop

c. process reengineering.

d. continuous improvement process.

1087) Which of the following is a characteristic of a learning

a. People have standard ways of doing their jobs.

b. People pursue project of interest.

c. People communicate over vertical a

d. People think in terms of independent relationships.

1088) Which of the following is not a characteristic of a learning organizati

a. There is a shared vision upon which everyone agrees.
b. People sublimate their personal self-interest to work to organization s shared vision.
c. Members integrate old ways of t
d. People openly communicate with each other.

1089) Which is a suggestion for managers to make their firms le

a. Establish a strategy that makes management s commitm
b. Redesign the organization s structure by flattening the use of cross-functional teams.
c. Reshape the organization s culture by emphasizing risk
d. Systematically collect data and then select a c dat

1090) For potential stress to become actual stress, _____ an

a. people; organizations

b. ambiguity; importance

c. uncertainty; risk

d. importance; u

1091) Which of the following is most likely to turn potential stress into actu

a. An outcome is difficult to achieve.

b. The situation is complex.

c. An outcome is

d. The situation involves competition.

1092) Which of the following is an organizational factor related to stre

a. economic c

b. task demands

c. role demands

d. organizational structure

1093) Which of the following is not a category of potential sources of str

a. comm
b. environmental
c. organizational
d. individual

1094) Political uncertainties, economic uncertainties, and te examples of which category of potential sources of stress?

a. economic
b. environ
c. organizational
d. group

1095) There are several potential sources of stress. When p employees causing a lack of social support, the factor of st

a. interpersonal

b. organizational factors.

c. role demands.

d. organizational structure.

1096) Family issues, economic problems, and inherent perso
examples of which factor of potential stress?

personal
environmental
personnel
indivi

1097) Symptoms of stress can surface as:

a. physiological outcomes.

b. psychological outcomes.

c. behavioral outcomes.

d. all of th

1098) Which of the following characteristics is not associated with
stress?

a. considerable job experience

b. external locus

c. a high need to achieve

d. type B behavior

1099) Symptoms of stress such as increased blood pressure
_____ symptoms.

a. psychological

b. physiol

c. behavioral

d. personal

1100) Which of the following is not a psychological consequence of stress?

a. anxiety

b. low self esteem

c. frustration

d. high blood

1101) Excessive smoking, substance abuse, accident prone
all examples of _____ consequences of stress.

a. personal

b. psychological

c. behav

d. physiological

1102) The most widely studied pattern in the stress-performa relationship.

a. self-efficacy

b. reverse-inverted

c. inver

d. double-loop

1103) An individual approach to reduce stress is:

a. selection and placement.

b. redesigning jobs.

c. goal setting.

d. relaxation

1104) Organizationally supported programs that focus on the mental condition are called:

a. job redesign programs.

b. wellness p

c. employee involvement programs.

d. organizational development programs.

1105) What do wellness programs focus on?

a. mental condition

b. physical condition

c. both mental and phy

d. stress reduction

1106) Which one of the following is not considered as a pa

Finished goods

Services

Dividends

Capi

1107) Which of the following is not one of the types of atti

Job satisfaction
Job Involvement
Organizational Beha
Organizational commitment

1108) Which of the following is NOT included in the ways e dissatisfaction?

Exit
Voice
Loyalty
Noise p

1109) Which dimension of the Big Five model refers to be p in social situations?

Extroversion
Openness to experience
Emotional stability
Agreeab

http://en.wikipedia.org/wiki/Agreeableness

1110) Which of the following is NOT a component of emotional intelli

Self-awareness

Self-management

Commitr

Empathy

1111) What effect does stress typically have on mood?

Positive

Nega

Unbiased

No effect

1112) It is not possible for Mr. Asim to understand everyth
of the things, we can say that he engages in: