

## Test Bank-Organizational Behaviour-First Year-E

- 1- An open systems perspective places great significance on understanding the relationship between an organization and its \_\_\_\_\_.
- a) Personnel practices.
  - b) Internal resources.
  - c) Chain of command.
  - d) Environment.**
- 2- A (n) \_\_\_\_\_ is an individual whose organizational unit, group, or team consistently achieves its goals while members remain capable, committed, and enthusiastic.
- a) Executive.
  - b) Effective manager.**
  - c) Director.
  - d) Supervisor.
- 3- When a manager monitors the progress of an affirmative action program to advance minorities within the corporation, reviews progress on changes in employee attitudes, calls a special meeting to discuss problems, and makes appropriate adjustments in the program, the manager is performing the function of \_\_\_\_\_.
- a) Planning.
  - b) Organizing.
  - c) Leading.
  - d) Controlling.**
- 4- According to the research conducted on the nature of managerial work, which of the following is false?
- a) Managers work at fragmented and varied tasks.
  - b) Managers work at an intense pace.
  - c) Managers work long hours.
  - d) Managers spend much time working alone.**
- 5- Which of the following descriptions of Mintzberg's managerial roles is correct?
- a) Interpersonal roles include the monitor, disseminator, and spokesperson.
  - b) Informational roles include the figurehead, leader, and liaison.
  - c) Decisional roles include the entrepreneur, disturbance handler, resource allocator, and negotiator.**
  - d) Decisional roles include the leader, disturbance handler and spokesperson.
- 6- A manager who is using spreadsheet software to prepare a departmental budget is exercising a \_\_\_\_\_ skill.
- a) Supervisory.
  - b) Conceptual.
  - c) Creative.
  - d) Technical.**
- 7- Henry Mintzberg identified a set of roles that managers perform. These roles are grouped into which of the following three categories?
- a) Interpersonal, strategic, and decisional.
  - b) Strategic, informational, and political.
  - c) Interpersonal, informational, and decisional.**
  - d) Supervisory, authoritarian, and decisional.

8- The “Big Five” personality dimension of agreeableness refers to which of the following sets of personality traits?

- a) Outgoing, sociable, and assertive.
- b) **Good-natured, trusting, and cooperative.**
- c) Responsible, dependable, and persistent.
- d) Unworried, secure, and relaxed.

9- Problem-solving style reflects the way a person goes about \_\_\_\_\_ and \_\_\_\_\_ information in solving problems and making decisions.

- a) Interpreting ... evaluating.
- b) Interpreting ... communicating
- c) Gathering ... collecting.
- d) **Gathering ... evaluating**

10- According to the social traits literature, \_\_\_\_\_ individuals prefer the “big picture,” and they like solving new problems, dislike routine, and would rather look for possibilities than work with facts.

- a) Thinking-type.
- b) Feeling-type.
- c) **Intuitive-type.**
- d) Cognitive-type.

11- According to the social traits literature, \_\_\_\_\_ individuals are oriented toward conformity and try to accommodate themselves to other people.

- a) Cognitive-type.
- b) Sensation-type.
- c) Intuitive-type.
- d) **Feeling-type.**

12- Which of the following is NOT a common work-related stressor?

- a) Being asked to do too much or being asked to do too little.
- b) Not knowing what you are expected to do or how work performance will be evaluated.
- c) Feeling unable to satisfy multiple, possibly conflicting, performance expectations.
- d) **Being asked to do things that are legal or consistent with your personal values.**

13- \_\_\_\_\_ are things that arise in people’s personal lives to create stress.

- a) Work stressors.
- b) Ethical stressors.
- c) **Life stressors.**
- d) Role stressors.

14- \_\_\_\_\_ has a negative impact on both attitudes and performance.

- a) Deviant stress.
- b) Atypical stress.
- c) Eccentric stress.
- d) **Destructive stress.**

15- \_\_\_\_\_ enable the employer to at least make sure that employees with personal problems have access to information and advice on how to get the guidance and perhaps even treatment to best deal with their problems.

- a) Quality of work life programs.
- b) Workplace rage initiatives.
- c) Eustress management programs.
- d) **Employee assistance programs.**

16- \_\_\_\_\_ refers to the presence of individual human characteristics that make people different from one another.

- a) **Workforce diversity.**
- b) Cultural variance.
- c) Employee divergence.
- d) Cultural divergence.

17- \_\_\_\_\_ is a potential source of both anxiety and frustration, which can harm the body's physiological and psychological well-being over time.

- a) Apprehension.
- b) **Stress.**
- c) Honesty.
- d) Strain.

18- The director of engineering at a local company was very impressed that Jerry had not missed a single day of work in the past 12-month period. Based on this one item, the director of engineering rated Jerry very high on all dimensions of his performance appraisal. This error in the performance appraisal process is known as a\_\_\_\_\_.

- a) **Halo effect.**
- b) Projection error.
- c) Contrast error.
- d) Leniency error.

19- Adam is considered to be an excellent production manager. However, he tends to give attention only to those aspects of the organization that affect his production operation and to not notice the concerns of other departments. From a perceptual perspective, Adam is guilty of which perceptual distortion?

- a) Halo effect.
- b) Statutory effect.
- c) **Selective perception.**
- d) Discernment error.

20- Managing \_\_\_\_\_ properly can change the direction, level, and persistence of an individual's behavior.

- a) Values
- b) **Reinforcement**
- c) Norms
- d) Augmentation

21- The \_\_\_\_\_ states that behavior that results in a pleasant outcome is likely to be repeated while behavior that results in an unpleasant outcome is not likely to be repeated.

- a) Law of motivational content
- b) **Law of effect**
- c) Law of reaction
- d) Law of outcome management

22- According to the law of contingent reinforcement, to have maximum reinforcement value, a reward must be delivered only \_\_\_\_\_.

- a) By an employee's superior.
- b) If it is coupled with public recognition.
- c) If the employee receiving the reward is in the presence of other coworkers.
- d) **If the desired behavior is exhibited.**

23- The creation of a new behavior by the positive reinforcement of successive approximations to the desired behavior is called \_\_\_\_\_.

- a) Imitation.
- b) Portrayal.
- c) Modeling.
- d) **Shaping.**

24-\_\_\_\_\_ is the withdrawal of negative consequences, which tends to increase the likelihood of repeating the behavior in similar settings.

- a) Positive reinforcement
- b) Extinction
- c) **Negative reinforcement**
- d) Punishment

25-\_\_\_\_\_ is the administration of negative consequences or the withdrawal of positive consequences that tend to reduce the likelihood of repeating the behavior in similar settings.

- a) **Punishment**
- b) Negative reinforcement
- c) Extinction
- d) Positive reinforcement

26- Suppose you scold one of your employees every time he is late for work, and then stop scolding the employee when he starts showing up for work on time on a consistent basis. This OB Mod strategy is known as \_\_\_\_\_.

- a) Positive reinforcement.
- b) Extinction.
- c) Punishment.
- d) **Negative reinforcement.**

27- The \_\_\_\_\_ states that a reward must be given as soon as possible after the occurrence of a desired behavior.

- a) **Law of immediate reinforcement.**
- b) Law of temporal reinforcement.
- c) Law of permanent reinforcement.
- d) Law of “value added” reinforcement.

28- In the context of motivation, level refers to \_\_\_\_\_.

- a) The length of time a person sticks with a given action.
- b) **The amount of effort a person puts forth.**
- c) An individual’s choice when presented with a number of possible alternatives.
- d) The different needs that an individual is trying to satisfy.

29- Content theories include the following theories EXCEPT:

- a) Maslow’s hierarchy of needs theory.
- b) Alderfer’s ERG theory.
- c) McClelland’s acquired needs theory.
- d) **Johnston’s combination needs theory.**

30- Which of the following is the correct order of Maslow’s needs from the lowest (lower-order need) to the highest (higher-order need)?

- a) Safety, social, physiological, esteem, and self-actualization.
- b) Esteem, safety, social, physiological, and self-actualization.
- c) Social, esteem, self-actualization, physiological, and safety.
- d) **Physiological, safety, social, esteem, and self-actualization.**

31- Which of the following needs are addressed in ERG theory?

- a) Expectations, relationships, and goals.
- b) Equity, reinforcers, and goals.
- c) **Existence, relatedness, and growth.**
- d) Existence, relatedness, and goals.

32- According to equity theory, \_\_\_\_\_ exists when an individual feels that he or she has received relatively less than others have received in proportion to work inputs.

- a) **Felt negative inequity.**
- b) Perceived negative inequity.
- c) Internalized negative inequity.
- d) Tacit negative inequity.

33- A person can resolve perceived inequity by doing all of the following EXCEPT:

- a) Changing work inputs.
- b) Changing the outcomes received.
- c) Leaving the situation.
- d) **Leaving the inputs or outcomes of the comparison person alone.**

34- Which equation correctly reflects Vroom's expectancy theory of motivation?

- a) **Motivation = expectancy X instrumentality X valence.**
- b) Motivation = expectancy X equity X rewards.
- c) Motivation = expectancy + equity + rewards.
- d) Motivation = expectancy X rewards X valence.

35- In the Locke and Latham goal-setting model, the linking mechanisms are influenced by all of the following variables EXCEPT:

- a) Self-efficacy.
- b) Difficult goals.
- c) **Performance.**
- d) Specific goals.

36- In the context of motivation, persistence refers to \_\_\_\_\_.

- a) **The length of time a person sticks with a given action.**
- b) The amount of effort a person puts forth.
- c) An individual's choice when presented with a number of possible alternatives.
- d) The different needs that an individual is trying to satisfy.

**PLEASE indicate whether the sentence or statement is TRUE or FALSE:**

- 37- Organizational behavior is an academic field devoted to understanding individual and group behavior, interpersonal processes, and organizational dynamics. T
- 38- Missions and mission statements focus the attention of organizational members and external constituents on the organization's core purpose. T
- 39- All organizations need good strategies and sustainable high performance is achieved only when strategies are well implemented. T
- 40- Organizational stakeholders typically have the same business interests and objectives. F
- 41- Organizational culture refers to the shared beliefs and values that influence the behavior of organizational members. T
- 42- According to the Organizational Culture Inventory, in aggressive/defensive cultures, organizational members tend to act defensively in their working relationships, seeking to protect their security. F
- 43- According to the Organizational Culture Inventory, in constructive cultures, organizational members are encouraged to work together in ways that meet higher order human needs. T

- 44- Researchers indicate that in passive/defensive cultures, motivation tends to be higher and work attitudes more positive than in aggressive/defensive cultures. F
- 45- Multiculturalism refers to pluralism and to respect for diversity and individual differences. T
- 46- Task performance is defined as the quality and quantity of the work produced or the services provided by a work unit as a whole. T
- 47- The four basic functions of management are delegating, leading, controlling, and decision making. F
- 48- According to Henry Mintzberg, managerial roles that involve working directly with other people are called human roles. F
- 49- The ability to work well with other persons is described as a human skill. T
- 50- Conceptual skills are used to identify problems and opportunities, gather and interpret relevant information, and make good problem-solving decisions that serve the organization's purpose. T