# MGT502 Organizational Behaviour Solved MCQs Set 6

**Which of the following is an element of the informal organization?**
Answer : a. values

**Which of the following statements is true concerning change?**
Answer : Global competition is the leading force driving change at work.

**Power distance is:**
Answer : d. the degree to which a culture accepts unequal distribution of power.

**In organizational justice, distributive justice:**
Answer : a. concerns the fairness of outcomes individuals receive.

**Which of the following is not a basic proposition of interactional psychology?**
Answer : . A person is changed by situations, rather than changing situations.

**Type theory states that introverts:**
Answer : c. have excellent social skills but prefer the internal world of ideas, thoughts, and concepts.

**Identify the five major barriers to social perception.**
Answer : c. selective perception, stereotyping, first-impression error, projection and self-fulfilling prophecies

**Cognitive dissonance is caused by a conflict between:**
Answer : b. attitudes and behavior.

**The correspondence between attitudes and behaviors doesn't depend on:**
Answer : d. selective perception.

**Which of the following individual qualities is not required in ethical decision making?**
Answer : Dependence on a supervisor to always tell you what is right.

**Which of the following is a level of cognitive moral development?**
Answer : a. the premoral level

**Herzberg's hygiene factors relate to:**
Answer : . both job satisfaction and job dissatisfaction.

**The manifest needs as identified by McClelland include**
Answer : achievement, affiliation, and power.

**In studying motivational theories, we are learning that:**
Answer : c. achievement is more of a motivator for Americans than for other nationalities.

**Classical conditioning is:**
Answer : modifying behavior so that a conditioned stimulus is paired with an unconditioned stimulus and elicits an unconditioned response.

**_____ results from inaccurate definition of the expected job performance.**
Answer : b. Invalidity

**5 A process of self-motivation and evaluations by a manager, peers, and possibly customers is known as?**
Answer : b. 360 degree feedback

**6 In attribution theory, a non-performing employee's internal attribution might include:**
Answer : b. lack of commitment.

**Silence as a response has:**
Answer : b. value for the listener who needs to sort out thoughts.

**3 Problem solving and decision making are often examples of**
Answer : d. two-way communication.

**Which of the following statements about barriers to communication is TRUE?**
Answer : c. They include gender differences and language.

**The most simplistic name for two or more people having common interests or objectives is a _____.**
Answer : b. group

**The "interpersonal glue" that helps work groups stay together is known as:**
Answer : c. group cohesion.

**Teams are very useful when:**
Answer : b. the tasks are interrelated.

**Responsibilities of a team leader, in contrast to a manager, include:**
Answer : d. hands-on skills of direct involvement and full membership in the team.

**Escalation of commitment:**
Answer : is simply hanging on to a poor decision.

**_____ is a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures.**
Answer : b. Groupthink

**Which tactic is an American manager most likely to use when dealing with a tardy employee?**
Answer : c. If you don't start reporting on time for work, I will have to cut your pay.

**_____ is the belief that one has the ability to do a job well.**
Answer : b. Self-determination

**The main difference between a leader and a manager is that:**
Answer : leaders are advocates for change, and managers for the status quo.

**On the Leadership Grid, a manager who has a medium concern for people and production is a(n):**
Answer : b. organization man manager.

**Which of the following ideas are associated with Fiedler's contingency theory?**
Answer : Leaders are classified using an assessment tool called Least Preferred Coworker (LPC) scale.

**According to the Situational Leadership model, a _____ style is characterized by high task behavior and high relationship behavior.**
Answer : d. selling

**Which of the following is one of the competencies that make up emotional intelligence?**
Answer : a. empathy

**A dynamic follower is one who:**
Answer : b. practices self-management.

**_____ conflict occurs when a person experiences conflict among the multiple roles in his or her life.**
Answer : c. Interrole

Which of the following statements best describes our understanding of the "avoidance approach" to conflict?
Answer : d. It is all right to use this approach when issues seem trivial.

6 In order to create a conflict-positive organization, there are many interrelated steps to follow. They include which of the following?
Answer : a. Empower employees to feel confident and skillful.

Scientific management emphasized:
Answer : b. work simplification.

**Which of the following job core characteristics does NOT directly relate to meeting the needs of a critical psychological state?**
Answer : c. rate of pay

**The mechanics approach to job design emphasizes:**
Answer : c. a lower chance of mental overload.

**The idea of placing human consideration at the center of job design is called:**
Answer : d. anthropocentric.

**The characteristics which appropriately impact the design of an organization's design processes are known as:**
Answer : b. contextual variables.

**In comparing the organizational design needs of the small organization and the large organization, which of the following is a consideration for the small organization?**
Answer : c. more centralization

**In Perrow's study of the impact of technology on organization design, he considered all but which of the following elements?**
Answer : d. The span of control in an organization as a whole.

**6 There are several things that can assist a large organization to decentralize, including:**
Answer : specialization of products/market/technology.

**The most visible and accessible level of culture is:**
Answer : c. artifacts.

**Which statement is TRUE about espoused values?**
Answer : . They are what members say they are.

**Which one of the following is NOT one of the five major elements in a managing culture?**
Answer : d. How well leaders know their employees.

**Change and acquisition is:**
Answer : a. when the newcomer begins to master the demands of the job.

**It is the position of the authors, Nelson and Quick, that:**
Answer : c. adapting, flexibility, and responsiveness are desirable hallmarks in change management.

**Powerful external forces for change do not include:**
Answer : d. bureaucratic guidelines.

**5 Which of the following is NOT one of the steps in Lewin's change model?**
Answer : a. freezing

**Which of the following is true of Maslow's hierarchy of needs theory?**
Answer : Maslow believed that humans were creative beings seeking self-actualization.

**All of the following are factors that are necessary in the communication process EXCEPT**
Answer : A) trust

**Job rotation is used primarily to**
Answer : keep employees from getting bored

**Which of the following is NOT thought to be a determinant of personality?**
Answer : emotional intelligence

**Which of the following is considered an unethical political tactic to gain power in an organization?**
Answer : Playing territorial games

**Information technology**
Answer : All of the following disciplines have contributed to the foundations of the field of organizational behavior EXCEPT

**What do denial, stereotyping, and projection have in common?**
Answer : They are all ways to deal with sensory information

**The office grapevine is an example of**
Answer : information communication

**The following are true about making good business decisions EXCEPT**
Answer : an estimated 20 percent of decisions made in organizations fail

**What is considered a standard response for routine problems?**
Answer : programmed decision

**A manager trying to motivate an employee should**
Answer : give ample feedback

**A manager trying to motivate an employee should**
Answer : By observing leaders and socialization

**Which of the following is the least effective method of influencing others?**
Answer : coalition formation

**cross functional teams are**
Answer : used most often for the purpose of product development

**decision criteria are used to**
Answer : evaluate alternatives

**Who developed the situational leadership model?**
Answer : Paul Hersey and Kenneth Blanchard

**What is the trend in work space design?**
Answer : Creating public spaces for employees to use for various purposes

**The question "To whom do you go to for information about what's going on?" is commonly asked**
Answer : during a social network analysis

**Employees resist change most often because of the**
Answer : fear of an adverse outcome

**What is a common result of information overload?**
Answer : increased work stress

**Which of the following is true of heuristics?**
Answer : Heuristics lead to biases in judgment.

**According to the Myers-Briggs Type Indicator (MBTI), Bill is a thinking-type. When reviewing a vendor proposal with his boss, he will most likely**
Answer : express his opinion

**Which of the following is true about gender differences in leadership?**
Answer : It is difficult to judge the truth about stereotypes of gender differences.

**According to Kolb's Learning Style Type, which of the following describes the accommodative learning style?**
Answer : Concrete experience, active experimentation, adaptive

**Power granted to a person by an organization is an example of**
Answer : position power

**What is a dependent variable?**
Answer : The factor that an experiment or hypothesis tries to explain or predict that is affected by some other factor

**Which of the following is NOT true about stress?**
Answer : Women respond more intensely to stress than men and have a higher risk of heart attack and stroke.

**Which of the following statements accurately describes situational leadership?**
Answer : There is no one best way to influence group members.

**A mechanistic organization**
Answer : emphasizes specialization and control

**Which of the following is true about job enrichment?**
Answer : It increases employee responsibility.

**Which is a major contributing factor to the transformational leader?**
Answer : chharisma

**The most important challenge facing the field of organizational behavior is**
Answer : managing workforce diversity

**Which of the following has become a significant source of workplace conflict?**
Answer : rudeness and incivility

**Empowerment is a strategy focused on improving all of the following EXCEPT**
Answer : bureaucracy

**What is an organigraph?**
Answer : A map that gives an overview of a company's functions and the way people organize themselves at work

**Which of the following statements is true about Herzberg's two-factor theory?**
Answer : Intrinsic factors are related to job satisfaction.

**Accounting firms, consulting firms, and hospitals are examples of**
Answer : professional bureaucracies

**Which of the following is a difference between men's and women's communication styles?**
Answer : Women prefer to communicate to build rapport, and men use communication to display knowledge and skill.

**Being "in the zone" is also known as**
Answer : the experience of flow

**Which of the following is true about Total Quality Management (TQM)?**
Answer : Relies on bottom-up, participative decision making in planning and execution

**A leader with Machiavellian tendencies would likely**
Answer : manipulate others for his or her personal gain

**Which of the following statements accurately describes Vroom's expectancy theory?**
Answer : It is one of the most widely accepted theories of motivation.

**Advances in information technology have**
Answer : increased access to information and made delayering possible

**What type of power will help a leader establish a power base?**
Answer : Power as an expert

**What is the relationship between stress and job performance?**
Answer : Moderate stress correlates with high performance.

**Outsourcing means that a company**
Answer : hires other companies to do some of its work

**What is an affinity group?**
Answer : An employee-involvement group made up of professional-level workers

**The only way a person can influence someone else is to**
Answer : communicate

**Which is true about flat organization structures?**
Answer : Customer problems can be solved quickly.

**A person with a high achievement need**
Answer : prefers tasks of intermediate difficulty

**What differentiates a team from a group?**
Answer : Shared versus individual accountability

**Reinforcement theory**
Answer : has operant conditioning at its foundation

**Determining the tasks to be done, who should do them, and who reports to whom is an example of which management function?**
Answer : Organizing

**Which of the following statements is true about group dynamics?**
Answer : Groups go through predictable stages to become productive.

**According to the triarchic theory of intelligence,**
Answer : wisdom, street smarts, and common sense are important factors of intelligence

**As a rule of thumb, in the absence of information, what do many employees do?**
Answer : Create and spread rumors

**Which of the following describes people with a directive style of decision making?**
Answer : Has a low tolerance for ambiguity and seeks rationality

**The following are all conditions that favor social learning EXCEPT**
Answer : need for power

**Which of the following is true about virtual teams?**
Answer : They benefit companies that are spread out in a wide geographic area.

**The contingency approach to organization design affirms that**
Answer : organizations are more effective when they are structured to fit the situational demand

**Which of the following is true about employee recognition?**
Answer : Employees welcome praise as much as a paycheck.

**A strategy, or method, for increasing organizational effectiveness by bringing about planned change is called**
Answer : organizational development

**Nonverbal communication has the main purpose of**
Answer : expressing the communicator's emotions behind the message

**If an employee misperceives an event that occurs in the workplace, it is likely that he or she has**
Answer : strong attitudes about that event

**Which organization structure is best suited to leveraging specialization?**
Answer : Functional

**The nominal group technique is**
Answer : a group decision-making approach that generates creative alternatives independently

**According to the Holmes and Rahe "Social Adjustment Rating Scale," which of the following is considered the most stressful event?**
Answer : Death of a spouse

**Which of the following is NOT a technique to enhance creativity?**
Answer : Forming homogeneous work groups

**Which of the following is a disadvantage of a bureaucratic organizational structure?**
Answer : Bureaucratic controls can suppress initiative and decision making at lower levels.

**In order to build teamwork, a manager should avoid which of the following?**
Answer : Supervising the group closely

**Which of the following is an accurate description of Emotional Intelligence (EI)?**
Answer : A person's EI predicts performance better than IQ.

**Which of the following statements is true about organizational behavior?**
Answer : Organizational behavior is a study of individuals, groups, and structure.

**Openly discussing the worst-case possibilities of a situation is a way a company can**
Answer : reduce the negative consequences of rumors

**What does the P stand for in the equation B = $f$(P x E)?**
Answer : Person

**All of the following accurately describe Alderfer's ERG theory EXCEPT**
Answer : Alderfer reworked Herzberg's theory to align with empirical research

**According to the Leadership Grid®, which is the best leadership style?**
Answer : Team management

**According to equity theory model,**
Answer : employee satisfaction is dependent on how fairly the employee believes he or she is treated in comparison to others

**Who created the three-step model for change that includes unfreezing, movement, and refreezing?**
Answer : Kurt Lewin

**Leadership is the domain of which group of employees?**
Answer : All employees

**Which of the following is true about conflict?**
Answer : Conflict can be both positive and negative.

**Which of the following accurately describes organizational change?**
Answer : Individuals' ability to learn to deal with change is a major part of managing change.