MGT502 Organizational Behaviour Solved MCQs Set 7

Cognitive style is determined by
Answer : how people gather and evaluate information

Groupthink is
Answer : likely to occur when the group values getting along more than getting things done

Experts predict that the predominant style of organization in the future will be
Answer : skills-oriented

The 4I framework of a learning organization consists of intuiting, interpreting, integrating, and
Answer : institutionalization

Which of the following is the foundation of all organization cultures?
Answer : History of the company and its founders

What triggers the fight or flight response?
Answer : Stress

Process consultants wil
Answer : guide and coach on workflow, informal relationships, and communication

Which type of firm is likely to use a territorial departmentalization structure?
Answer : Large service firm

The Delphi technique is best suited for
Answer : decision making for groups that are difficult to bring physically together

What is cognitive dissonance?
Answer : When attitudes or beliefs held by a person are contradictory

A team member in the role of process observer contributes by
Answer : helping the group look at how it's functioning

According to attribution theory,
Answer : information on causation is gathered on three dimensions of behavior

Which of the following is a frequently used research method for organizational behavior?
Answer : Interviews

Which of the following accurately describes social loafing?
Answer : It is also known as freeloading.

According to Myers-Briggs typology, a sensation-type individual is best described as someone who
Answer : prefers routine and order when gathering information

Problem recognition, immersion, incubation, insight, and verification describe what organizational process?
Answer : Creative decision making

Individual styles are likely to come into conflict during which stage of group development?
Answer : Storming

All of the following are ways to become a learning organization EXCEPT
Answer : focus development efforts on senior management

Which of the following is the most effective technique for preventing and reducing stress?
Answer : Power napping

Max Webber -
Answer : classical organization theory was concerned with structuring organizations effectively

Max Webber
Answer : proposed the development of what he called the bureaucratic form of organization structure

individual processes
Answer : include individual differences -attitudes personalities perception attribution, employee motivation learning reinforcement and work stress

informal learning
Answer : is learning by imitation. normally on a uncounscious level where the learner picks up the skills by another employee who masters the skill

formal learning
Answer : learning by means of rewards and punishments such as incentives bonuses or reprimands and punishment

technical learning
Answer : is based on conscious learning where a consciously learning method has been chosen

cyclic process
Answer : where the employee is doing - then reflecting then thinking then deciding and this process continues with re-doing

planning
Answer : is the process of determining the organizations desired future position and deciding how best to get there

organizing
Answer : the process of designing jobs grupong jobs into manageable units and establishing patterns of authority amoung jobs and groups

leading
Answer : is the process of motivating members of the organization to work together toward the organizations goals

controlling
Answer : is the process of monitoring and correcting the actions of the organization and its people to keep them headed toward their goals

Mintzberg, Henry
Answer : defined basic managerial roles such as interpersonal roles - informational roles critical managerial skills

interpersonal roles
Answer : figurehead role - leader role - liasion role - are involved primarily with interactions with other people

informational roles
Answer : involve some aspect of information processng - monitor - disseminator - spokesperson decision making entrepreneur - disturbance handler resource allocator negotiater role

The four management functions include all of the following EXCEPT _____.
Answer : staffing

_____ studies behavior as it relates to concerns such as absenteeism, turnover, productivity, and performance.
Answer : organizational behavior

According to the text, the best approach for obtaining knowledge about human behavior is_____.
Answer : a systematic approach

What behavioral science discipline has made the MOST significant contributions to understanding individual behavior?
Answer : Psychology

_____ has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries.
Answer : Anthropology

_____ means that organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.
Answer : Workforce diversity

The _____ assumption assumes that people who are different will want to assimilate.
Answer : melting-pot

Which of the following groups will NOT increase as a percentage of the workforce?
Answer : white males

A(n) _____ is a situation in which an employee must define right and wrong conduct.
Answer : ethical dilemma

Individual level independent variables include _____.
Answer : perception

Which of the following is NOT a characteristic of physical ability?
Answer : Looks

According to your text, which is the most likely explanation for the higher absentee rate for women?
Answer : Traditionally, women have had the responsibility of caring for home and family.

_____ is the learning concept of reinforcing closer and closer approximations to the desired new behavior.
Answer : Shaping

An example of _____ is when an employee receives a one-week suspension from work and is fined $200 for stealing company property.
Answer : punishment

Eliminating any reinforcement that is maintaining an unwanted behavior is called _____.
Answer : extinction

All of the following are TRUE about both positive and negative reinforcement EXCEPT:
Answer : Both positive and negative reinforcement tend to weaken behavior and decrease it subsequent frequency.

A slot machine is an example of _____ reinforcement.
Answer : intermittent

For a salesperson who is paid commission, reinforcement occurs on a _____ schedule.
Answer : variable-ratio

The application of reinforcement concepts to individuals in the work setting is referred to as _____.
Answer : behavior modification

The belief that "discrimination is wrong" is a value statement. Such an opinion is the _____ component of an attitude.
Answer : cognitive

Leon Festinger would propose that the desire to reduce dissonance would be determined by all of the following EXCEPT _____.
Answer : the extent to which attitudes are widely held by society.

If attitudes and behavior are inconsistent, individuals will most likely _____
Answer : change either their attitudes or behavior

_____ describes a positive feeling about your job resulting from an evaluation of its characteristics.
Answer : satisfaction

Job _____ measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth.
Answer : involvement

_____ commitment refers to an employee's obligation to remain with an organization for moral or ethical reasons.
Answer : Normative

_____ refers to an individual's involvement with, satisfaction with, and enthusiasm for the work she does.
Answer : Employee engagement

Steve is unhappy with his job. He takes every possible vacation and sick day and sometimes shows up for work late. He is expressing his dissatisfaction with a _____ response.
Answer : neglect

People with positive _____ believe in their inner worth and basic competence.
Answer : Core self-evaluations

Quietly continuing to do your work, even though you're dissatisfied, is an example of _____ response to dissatisfaction.
Answer : loyalty

According to the Myers-Briggs type Indicator, people who are classified as _____ are conceptualizers.
Answer : ENTPs

In the book Profiles of Genius, thirteen key executives were interviewed and tested and all were found to be _____ types. This result is particularly interesting because this type represents only about five percent of the population.
Answer : intuitive thinking

Which dimension of the Big Five model refers to an individual's propensity to defer to others?
Answer : Agreeableness

Individuals with a positive _____ like themselves, see themselves as effective, capable, and in control of their environment.
Answer : core self-evaluations

Individuals who are high in the _____ dimension of personality manipulate more, win more, are persuaded less, and persuade others more.
Answer : Machiavellianism

According to Rokeach, _____ values refer to desirable end-states of existence.
Answer : terminal

Which of the following is NOT one of Hofstede's five dimensions of national culture?
Answer : language proficiency

_____ is the degree to which people in a country prefer structured over unstructured situations.
Answer : Uncertainty avoidance

John Holland argues that job satisfaction is highest and turnover lowest where _____.
Answer : personality and occupation are in agreement

personality and occupation are in agreement
Answer : Perception

Which one of the following is NOT a factor that influences perception?
Answer : Medium

Because it is impossible for us to assimilate everything we see, we engage in _____.
Answer : selective perception

The internment of Japanese-Americans during World War II is an example of _____.
Answer : profiling

Which is NOT one of the steps in the rational decision making model?
Answer : Selecting the decision that satisfices

Decision makers operate within the confines of _____ i.e., they construct simplified models that extract the essential features from problems without capturing all their complexity.
Answer : bounded rationality

_____ is an increased commitment to a previous decision in spite of negative information.
Answer : Escalation of commitment

In spite of the fact that short-term stock price changes are essentially random, a large proportion of investors believe that they can predict the direction that prices will move. This is an example of _____.
Answer : randomness error

Which of the following is NOT an organizational constraint on decision-making?
Answer : Personality

Decisions made so as to provide the greatest good for the greatest number are based on _____.
Answer : utilitarianism

Which of the following is NOT a key element in motivation?
Answer : Environment

_____ is the drive to become what one is capable of becoming in Maslow's hierarchy of needs.
Answer : Self-actualization

Which of the following were considered higher-order needs by Maslow?
Answer : social, esteem, and self-actualization needs

A Theory X manager would assume employees would _____.
Answer : need to be controlled

Two-factor theory suggests that extrinsic factors such as _____ cause dissatisfaction.
Answer : working conditions

Individuals with a high need to achieve prefer all of the following EXCEPT _____
Answer : a high degree of risk

According to the goal-setting theory of motivation, goals should be _____.
Answer : difficult but attainable

Manager's can increase an employee's _____ through enactive mastery, vicarious modeling, verbal persuasion, and arousal.
Answer : self-efficacy

_____ exists when an individual perceives that the ratio of their inputs to outcomes is dissimilar to the ration of relevant others.
Answer : Equity tension

The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual is the _____ relationship.
Answer : Rewards-personal goals

The _____ says that internal rewards are obtained by individuals when they learn that they personally have performed well on a task that they care about.
Answer : job characteristics model

_____ (or cross-training) is the periodic shifting of an employee from one task to another.
Answer : Job rotation

_____ may be implemented by combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, and opening feedback channels.
Answer : Job enrichment

Susan works from 6 a.m. to 3 p.m. each day, while other employees in her office work from 10 a.m. to 7 p.m. It appears that Susan's employer offers a _____ option.
Answer : flextime

Writers, attorneys, analysts, and employees who spend the majority of their time on computers or on the telephone are natural candidates for _____.
Answer : telecommuting

_____ is a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization's success.
Answer : Employee involvement

A _____ is a group of employees and supervisors who meet regularly to discuss their quality problems and recommend solutions.
Answer : quality circle

Piece-rate plans, merit based pay, bonuses, profit sharing, gainsharing, and employee stock ownership plans are all forms of _____ programs.
Answer : variable-pay

_____ is an incentive plan where improvements in group productivity determine the total amount of money that is allocated.
Answer : Gainsharing

The three most popular types of _____ are modular plans, core-plus options, and flexible spending accounts.
Answer : flexible benefits

_____ is a generic term that covers a broad range of feelings that people experience.
Answer : Affect

Six universal _____ are anger, fear, sadness, happiness, disgust, and surprise.
Answer : emotions

_____ is a field of study that examines the extent to which emotions, whether positive or negative, serve a purpose.
Answer : Evolutionary psychology

_____ is a mood dimension consisting of nervousness, stress, and anxiety at the high end, and relaxation, tranquility, and poise on the low end.
Answer : Negative affect

_____ occurs when people associate two events, when there is no real connection.
Answer : Illusory correlation

_____ refers to an employee's expression of organizationally desired emotions during interpersonal transactions at work.
Answer : Emotional labor

Jane is concerned that her company is selling products of very poor quality. However, when meeting with customers, Jane feels obligated to be positive and express confidence about the quality of the product. Jane is likely experiencing _____.
Answer : emotional dissonance

People who exhibit _____ know their own emotions and are good at reading others' emotions may be more effective in their jobs
Answer : emotional intelligence

_____, one of the dimensions of emotional intelligence, is awareness of one's feelings.
Answer : Self-awareness

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

The _____ stage in group development which is characterized by uncertainty.
Answer : forming

The _____ model is effective at describing decision-making within temporary groups, particularly those with deadlines.
Answer : punctuated-equilibrium

_____ groups are defined by the organization's structure.
Answer : Formal

_____ refers to the attitudes and behaviors that are consistent with a role
Answer : Role identity

_____ describe how others believe you should act in a given situation.
Answer : Role expectations

Which is NOT a common class of norms appearing in most work groups?
Answer : Termination

What is the relationship between size and group performance?
Answer : Increases in group size are inversely related to individual performance.

Which is NOT a weakness of group decision-making?
Answer : Groups offer increased diversity of views.

Which of the following best describes brainstorming?
Answer : A process for generating ideas.

Which of the following does NOT explain the current popularity of teams?
Answer : Teams enable organizations to better utilize employee talents.

_____ is an attribute of work teams which results in a level of performance that is greater than the sum of the individual inputs.
Answer : Synergy

_____ teams go farther than problem-solving teams in getting employees involved in work-related decisions and processes.
Answer : Self-managed

Which is NOT one of the three primary factors that differentiate virtual teams from face-to-face teams?
Answer : Increased social rapport

Which of the following is NOT one of the key factors in creating effective teams?
Answer : demographics

Which of the following statements is true concerning the climate of trust?
Answer : Interpersonal trust among team members reduces the need to monitor each others behavior.

Teams are most effective when staffed with people who are _____.
Answer : Organizational demographics

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

The _____ initiates a message by encoding a thought.
Answer : sender

The chief means of conveying messages is _____ communication.
Answer : oral

The _____ communication network is best illustrated by an unstructured committee.
Answer : all-channel

Grapevine studies have shown that ____ percent of employees hear about matters first through rumors on the grapevine.
Answer : 75

Electronic communication includes all of the following EXCEPT:
Answer : telephone calls.

_____ refers to the amount of information that can be transmitted during a communication episode.
Answer : Channel richness

Jake tells his boss only what he believes the boss wants to hear. He is engaging in _____.
Answer : filtering

Which of the following is NOT a barrier to effective communication?
Answer : Channel richness

Tannen's research indicates that men use talk to ___, while women use it to _____.
Answer : emphasize status; create connection

In _____ cultures, the words themselves are the primary conveyors of meaning.
Answer : low-context

Which of the following statements is TRUE?
Answer : All managers are not leaders.

_____ theory states that people are born with certain characteristics that predispose them to being leaders.
Answer : Trait

When organized around the Big Five, _____ is the most important trait of effective leaders.
Answer : extraversion

_____ is the extent to which a person is likely to have job relationships that are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.
Answer : consideration

Fiedler's contingency model assumes that an individual's leadership style is _____.
Answer : fixed

Hersey and Blanchard's situational leadership theory differs from other leadership theories most clearly because it _____.
Answer : focuses on the followers

According to LMX theory, which of the following is NOT true of those individual's who fall into the out-group?
Answer : They are trusted.

A _____ leadership style, identified by House in path-goal theory, leads to greater satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.
Answer : directive

The leader-participation model was developed by _____.
Answer : Vroom and Yetton

Leaders demonstrate _____ when they use language to influence followers' perceptions of the world, the meaning of events, beliefs about causes and consequences, and visions of the future.
Answer : framing

Which of the following is NOT true of charismatic leaders?
Answer : They are focused on their personal needs.

A charismatic leader's _____ is key to follower acceptance.
Answer : vision

A _____ leader has five essential qualities: (1) individual capability; (2) team skills; (3) managerial competence; (4) the ability to stimulate others to high performance; and (5) a blend of personal humility and professional will.
Answer : level-5

_._____ leaders know who they are, know that they believe in and value, and act on those values and beliefs openly and candidly.
Answer : Authentic

Which of the following is NOT a dimension of trust?
Answer : Distance

A _____ is a senior employee who sponsors and supports a less-experienced employee.
Answer : mentor

Which of the following is true concerning online leadership?
Answer : Effective on-line leaders need to develop the skill of deciphering the emotional components of messages.

Which of the following is NOT a substitute for leadership?
Answer : Professional orientation of employees

_____ research emphasizes style; whereas research on _____ focuses on tactics for gaining compliance.
Answer : Leadership; power

A has _____ power over B if A can dismiss, suspend, or demote B, assuming that B values his or her job.
Answer : Coercive

Avoidance of _____ is why most organizations develop multiple suppliers rather than give their business to only one.
Answer : dependency

_____ is the only power tactic that is effective across organizational levels.
Answer : _____ is the only power tactic that is effective across organizational levels.

Most studies confirm that the concept of _____ is central to understanding sexual harassment.
Answer : Power

_____ occurs when people within organizations use whatever influence they can to taint the facts to support their goals and interests.
Answer : Politicking

Which of the following is NOT an individual factor related to political behavior?
Answer : Level of trust

_____ is the process by which individuals attempt to control the impressions others form of them.
Answer : Impression management

_____ are more likely to engage in impression management, molding their image to fit the situation.
Answer : High self-monitors

Each of the following is a question your text suggests to analyze ethical questions except:
Answer : Is the action legal?