

MGT502 Organizational Behaviour Solved MCQs Set 8

Conflict must be _____ by the parties to it.

Answer : perceived

The traditional view of conflict argues that conflict _____.

Answer : indicates a malfunctioning within the group

The _____ view of conflict argues that some conflict is absolutely necessary for a group to perform effectively.

Answer : interactionist

_____ conflicts are almost always dysfunctional.

Answer : Relationship

During the _____ stage of the conflict process, conditions are present that create opportunities for conflict to arise.

Answer : potential opposition or incompatibility

Assertiveness is _____.

Answer : the degree to which one party attempts to satisfy his/her own concerns

Labor-management negotiations over wages exemplifies _____ bargaining.

Answer : distributive

_____ bargaining builds long-term relationships and facilitates working together in the future.

Answer : Integrative

During which phase of the negotiation process do the parties exchange their initial proposals or demands?

Answer : Definition of ground rules

Which of the following is correct

Answer : In negotiations, Brazilians are likely to use physical contact.

Work specialization is also referred to as _____

Answer : division of labor

At an Alcoa aluminum tubing plant in upstate New York, production is organized into five departments: casting; press; tubing; finishing and inspecting, packing, and shipping. This is an example of _____ departmentalization.

Answer : process

The _____ is characterized by highly routine operating tasks achieved through specialization.

Answer : bureaucracy

The _____ violates the unity-of-command concept.

Answer : matrix structure

The _____ is also called the network or modular organization.

Answer : virtual organization

The boundaryless organization relies heavily on _____.

Answer : information technology

The _____ is a structure characterized by extensive departmentalization, high formalization, a limited information network, and centralization.

Answer : mechanistic model

Which of the following is NOT a determinant of an organization's structure?

Answer : Industry

Changes in corporate strategy precede and lead to _____.

Answer : changes in an organization's structure

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

Answer : There is no evidence that supports a relationship between span of control and employee performance.

Institutionalization is the process through which _____.

Answer : an organization takes on a life of its own

Which of the following is NOT a characteristic of organizational culture?

Answer : Formalization

A strong culture builds all of the following EXCEPT _____.

Answer : quality

Culture is most likely to be a liability when _____.

Answer : the environment is dynamic

Which of the following is NOT a way that culture is created?

Answer : Founders poll early employees to determine the appropriate cultural values.

All of the following serve to sustain a culture EXCEPT _____.

Answer : formalization

_____ is the process that adapts employees to the organization's culture.

Answer : Socialization

Which of the following is NOT a common form by which culture is transmitted to employees?

Answer : Selection

Which of the following is NOT identified that managers can create a more ethical culture?

Answer : Set aggressive performance goals.

Which of the following is NOT a characteristic of a spiritual organization?

Answer : Censorship of employee expression

The objective of effective _____ is to match individual characteristics such as ability and experience, with the requirements of the job.

Answer : selection

_____ tests assess the applicant's ability in an authentic situation.

Answer : Performance simulation

Which of the following was NOT specifically suggested by your author as a general category of employee skills?

Answer : Financial

_____ skills training includes learning how to be a better listener and how to be a more effective team player.

Answer : Interpersonal

_____ training includes job rotation, apprenticeships, understudy assignments, and formal mentoring programs.

Answer : On-the-job

Performance evaluation serves a number of purposes, including determining who gets merit increases and other rewards. This is an example of which of the following functions of performance evaluation?

Answer : Basis for reward allocations

_____ evaluation provides performance feedback from the full circle of daily contacts that an employee might have.

Answer : 360-degree

John's performance evaluation rates him on a scale of 1 to 5 for characteristics such as job knowledge and cooperation. John's company is using a _____ performance evaluation system.

Answer : graphic rating scale

Even the most prestigious of schools has experienced grade inflation. In 1970, the average GPA of students at Princeton was _____, while it was _____ in 2000.

Answer : 2.99, 3.40

Flextime, job sharing, and part-time work are examples of _____ for managing work-life conflicts.

Answer : time-based strategies

_____ are responsible for initiating and managing change within an organization.

Answer : Change agents

Stan is trying to implement a new organizational structure at his company. A group of key employees is resisting the change. In an attempt to "buy off" the leaders, Stan is giving them a key role in the change decision. He doesn't really value their opinion, but wants their endorsement. Stan is using the change strategy of _____.

Answer : cooptation

Refreezing involves _____

Answer : making a new change permanent

John Kotter's _____ for implementing change builds on Lewin's three-step model.

Answer : 8-step plan

What of the following best describe action research?

Answer : a change process based on the systematic collection of data and then selection of a change action based on what the analyzed data indicate

_____ is a paradigm that values human and organizational growth, collaborative processes, and a spirit of inquiry.

Answer : Organizational development

_____ uses high-interaction group activities to increase trust and openness among team members.

Answer : Team building

_____ seeks to identify the unique qualities and special strengths of an organization and build on these to improve performance.

Answer : Appreciative inquiry

When errors are detected in _____, the correction process relies on past routines and present policies.

Answer : single-loop learning

According to Kolb's Learning Style Type, which of the following describes the convergent learning style?

Answer : Abstract conceptualization, active experimentation, problem-solving

According to the garbage can model of decision making, the four factors that need to connect to make a decision are problems, participants, solutions, and

Answer : choice opportunities

Which of the following is true about stress?

Answer : Employees with external locus of control perceive situations to be more stressful than employees with internal locus of control.

classical organization theory

Answer : an early approach to management that focused on how organizations can be structured most effectively to meet their goals

conceptual skills

Answer : skills used to think in the abstract

controlling

Answer : is the process of monitoring and correcting the actions of the organization and its members to keep them directed toward their goals

decision making roles

Answer : key roles include the entrepreneur, the disturbance handler the resource allocator and the negotiator

diagnostic skills

Answer : skills used to understand cause and effect relationships and to recognize the optimal solutions to problems

ethics

Answer : an individuals personal beliefs about what is right and wrong or good and bad

Hawthorne Studies

Answer : conducted between 1927 and 1932 led to some of the first discoveries of the importance of human behavior in organizations

human relations movement

Answer : the beginning of organizational behavior was based on the assumption that employee satisfaction is a key determinant of performance

informational roles

Answer : key roles include the monitor the disseminator and the spokesperson

interpersonal roles

Answer : key roles include the figurehead the leader and the liaison

interpersonal skills

Answer : skills used to communicate with understand and motivate individuals and groups

leading

Answer : is the process of getting the organizations members to work together toward achieving the organizations goals

organization behavior

Answer : the study of human behavior in organizational settings of the interface between human behavior and the organization, and the organization itself

organizing

Answer : is the process of designing jobs grouping jobs into units and establishing patterns of authority between job and units

planning

Answer : is the process of determining an organizations desired future position and the best means of getting there

rightsizing

Answer : the process of optimizing the size of an organizations workforce through downsizing expanding and or outsourcing

scientific management

Answer : one of the first approaches to management focused on the efficiency of individual workers and assumed that employees are motivated by money

situational perspective

Answer : theory that suggests that in most organizations situations and outcomes are contingent on or influence by other variables

social responsibility

Answer : an organizations obligation to protect and contribute to the social environment in which it functions

technical skills

Answer : the skills necessary to accomplish specific tasks within the organization

theory X

Answer : described by Douglas McGregor is an approach to management that takes a negative and pessimistic view of workers

theory Y

Answer : described by Douglas McGregor is an approach to management that takes a positive and optimistic perspective on workers

assimilation

Answer : the process through which members of a minority group are forced to learn the ways of the dominant group

collectivism

Answer : the extent to which people emphasize the good of the group or society

individualism

Answer : the extent to which people place primary value on themselves

long term orientation

Answer : people who focus on the future

masculinity assertiveness or materialism

Answer : the extent to which the dominant values in a society emphasize aggressiveness and the acquisition of money and material goods over concern for people relationships among people and the overall quality of life

pluralistic organization

Answer : an organization that has diverse membership and takes steps to fully involve all people who differ from the dominant group

power distance

Answer : the extent to which less powerful persons accept the unequal distribution of power

primary dimensions of diversity

Answer : factors that are either inborn or exert extraordinary influence on early socialization age ethnicity gender physical abilities race and sexual orientation

short term orientation

Answer : people with focus on the past or present

stereotypes

Answer : judgements about others that reinforce beliefs about superiority and inferiority

uncertainty avoidance

Answer : the extent to which people prefer to be in unambiguous situations

valuing diversity

Answer : the act of putting an end to the assumption that everyone who is not a member of the dominant group must assimilate

agreeableness

Answer : a person's ability to get along with others

attitudes

Answer : a person's complexes of beliefs and feelings about specific ideas situations or other people

authoritarianism

Answer : the belief that power and status differences are appropriate within hierarchical social systems such as organizations

big five personality traits

Answer : a set of fundamental traits that are especially relevant to organizations

burnout

Answer : a sense of exhaustion that develops when someone experiences too much stress for an extended period of time

cognitive dissonance

Answer : the anxiety a person experiences when he or she simultaneously possesses two sets of knowledge or perceptions that are contradictory or incongruent

conscientiousness

Answer : the number of goals on which a person focuses

contributions

Answer : what the individual's contributes to an organization including effort skills ability time and loyalty

creativity

Answer : the ability to generate new ideas or to conceive of new perspectives on existing ideas

dysfunctional behaviors

Answer : work related behaviors that detract from organizational performance

emotional intelligence - EQ

Answer : the extent to which people are self aware can manage their emotions can motivate themselves express empathy for others and possess social skills

extraversion

Answer : the quality of being comfortable with relationships the opposite extreme introversion is characterized by more social discomfort

general adaptation syndrome GAS

Answer : a cycle through which stress occurs alarm resistance and exhaustion

incubation

Answer : the stage of less intense conscious concentration during which a creative person lets the knowledge and ideas acquired during preparation mature and develop

individual differences

Answer : personal attributes that vary from one person to another

inducements

Answer : the tangible and intangible rewards provided by organizations to individuals

insight

Answer : the stage in the creative process when all the scattered thoughts and ideas that were maturing during incubation come together to produce a breakthrough

job satisfaction

Answer : the extent to which a person is gratified or fulfilled by his or her work

locus of control

Answer : the extent to which people believe their circumstances are a function of their own actions versus external factors beyond their control

machiavellianism

Answer : a behavior which causes people to behave to gain power and to control the behavior of others

negative affectivity

Answer : people who are generally downbeat and pessimistic see things in a negative way, and seem to be in a bad mood

negative emotionality

Answer : characterized by moodiness and insecurity

openness

Answer : the capacity to entertain new ideas and to change as a result of new information

organizational citizenship

Answer : the extent to which a person's behavior makes a positive overall contribution to the organization

organizational commitment

Answer : a person's identification with and attachment to an organization

perception

Answer : the set of processes by which an individual becomes aware of and interprets information about the environment

performance behaviors

Answer : the total set of work related behaviors that the organization expects the individual to display

personality

Answer : the relatively stable set of psychological attributes that distinguish one person from another

person job fit

Answer : the extent to which the individual's contributions match the inducements offered by the organization

positive affectivity

Answer : people who are upbeat and optimistic have an overall sense of well being and see things in a positive light

preparation

Answer : usually the first stage in the creative process includes education and formal training

psychological contract

Answer : a person's set of expectations regarding what he or she will contribute to the organization and what the organization will provide in return

risk propensity

Answer : the degree to which a person is willing to take chances and make risky decisions

selective perception

Answer : the process of screening out information that we are uncomfortable with or that contradicts our beliefs

self efficacy

Answer : the extent to which people believe they can accomplish their goals even if they failed to do so in the past

self esteem

Answer : the extent to which a person believes he or she is a worthwhile and deserving individual

stereotyping

Answer : the process of categorizing or labeling people on the basis of a single attribute

stress

Answer : an individual's response to a strong stimulus

stressor

Answer : a strong stimulus that results in stress

turnover

Answer : occurs when people quit their jobs

type a individuals

Answer : people who are extremely competitive highly committed to work and have a strong sense of time urgency

type b individuals

Answer : people who are less competitive less committed to work and have a weaker sense of urgency

verification

Answer : the final stage of the creative process in which the validity or truthfulness of the insight is determined

workplace behavior

Answer : a pattern of action by the members of an organization that directly or indirectly influences organizational effectiveness

avoidance -negative reinforcement

Answer : the opportunity to avoid or escape from an unpleasant circumstance after exhibiting behavior

classical conditioning

Answer : a simple form of learning that links a conditioned response with an unconditioned stimulus

continuous reinforcement

Answer : behavior that is rewarded every time it occurs

dual structure theory

Answer : identifies motivation factors which affect satisfaction and hygiene factors which determine dissatisfaction

effort to performance expectancy

Answer : a person's perception of the probability that effort will lead to performance

equity

Answer : the belief that one is being treated fairly in relation to others inequity is the belief that one is being treated unfairly in relation to others

ERG theory

Answer : theory that describes existence relatedness and growth needs

expectancy theory

Answer : theory that suggests people are motivated by how much they want something and the likelihood they perceive of getting it

extinction

Answer : decreases the frequency of behavior by eliminating a reward or desirable consequence that follows that behavior
