

MGT502 Organizational Behaviour Solved MCQs Set 9

fixed interval reinforcement

Answer : provides reinforcement on a fixed time schedule

fixed ratio reinforcement

Answer : provides reinforcement after a fixed number of behaviors

hierarchy of needs theory

Answer : Abraham Maslows hierarchy that assumes human needs are arranged in a hierarchy of importance

human relations approach

Answer : an approach to motivation that suggests that favorable employee attitudes result in motivation to work hard

human resource approach

Answer : an approach to motivation that assumes employees want and are able to make genuine contributions to the organization

hygiene factors

Answer : factors that are extrinsic to the work itself and include factors such as pay and job security

learning

Answer : a relatively permanent change in behavior or behavioral potential resulting from direct or indirect experience

motivation factors

Answer : factors that are intrinsic to the work itself and include achievement and recognition

need for achievement

Answer : the desire to accomplish a task or goal more effectively than in the past

need for affiliation

Answer : the need for human companionship

need for power

Answer : the desire to control the resources in ones' environment

need based theories of motivation

Answer : theories that assume that need deficiencies cause behavior

organizational behavior modifcaiton OB mod

Answer : the application of reinforcement theory to people in organizational settings

outcome

Answer : anything that results from performing a particular behavior

performance to outcome expectancy

Answer : an individuals perception of the probability that performance will lead to certain outcomes

positive reinforcement

Answer : a reward or other desirable consequence that a persona receives after exhibiting behavior

process based perspectives on motivaiton

Answer : perspectives that focus on how people behave in thier efforts to satisfy thier needs

punishment

Answer : an unpleasant or aversive consequence that results from behavior

reinforcement

Answer : consequence of behavior

reinforcement thoery

Answer : theory based on the idea that behavior is a function of its consequences

schedules of reinforcement

Answer : schedules that indicate when or how often managers should reinforce certain behaviors

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

social learning

Answer : occurs when people observe the behaviors of others recognize their consequences and alter their own behavior as a result

valence

Answer : the degree of attractiveness or unattractiveness a particular outcome has for a person

variable interval reinforcement

Answer : varies the amount of time between reinforcements

variable ratio reinforcement

Answer : varies the number of behaviors between reinforcements

empowerment

Answer : the process of enabling workers to set their own work goals make decisions and solve problems within their sphere of responsibility and authority

job characteristics approach

Answer : identifies five motivational properties of tasks and three psychological states of people

job design

Answer : how organizations define and structure jobs

job enlargement

Answer : involves giving workers more tasks to perform

job enrichment

Answer : entails giving workers more tasks to perform and more control over how to perform them

job specialization

Answer : as advocated by scientific management it can help improve efficiency but it can also promote monotony and boredom

participation

Answer : the process of giving employees a voice in making decisions about their own work

goal acceptance

Answer : the extent to which a person accepts a goal as his or her own

goal commitment

Answer : the extent to which a person is personally interested in reaching a goal

goal specificity

Answer : the clarity and precision of a goal

indirect compensation - benefits

Answer : refers to nonwage or salary compensation such as paid time off and insurance coverage

MBO - management by objectives

Answer : a collaborative goal setting process through which organizational goals cascade down throughout the organization

performance management system PMS

Answer : comprises the processes and activities involved in performance appraisals

performance measurement -

Answer : the process by which someone evaluates an employee's work behaviors by measurement and comparison with previously established standards

perquisites

Answer : special privileges awarded to selected members of an organization usually top managers

self efficacy

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

surface value

Answer : the objective meaning or worth a reward has to an employee

symbolic value

Answer : the subjective and personal meaning or worth a reward has to an employee

all channel network

Answer : in this type of network all members communicate with all other members

accommodation

Answer : occurs when the parties goals are compatible and the interaction between groups is relatively unimportant to the goals attainment

chain network

Answer : in this type of network each member communicates with the person above and below except for the individuals on each end who each communicate with only one person

affinity group

Answer : collections of employees from the same level in the organization who meet on a regular basis to share information capture emerging opportunities and solve problems

channel noise

Answer : a disturbance in communication that is primarily a function of a medium

avoidance - negative reinforcement

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

circle network

Answer : in this type of network -each member communicates with the people on both sides but with no one else

collaboration

Answer : occurs when the interaction between groups is very important to goal attainment and the goals are compatible

communication fidelity

Answer : the degree of correspondence between the message intended by the source and the message understood by the receiver

command group

Answer : a relatively permanent formal group with functional reporting relationships usually included in the organization chart

cosmopolite

Answer : an individual who links the organization to the external environment and may also be an opinion leader in the group

communication and decision making

Answer : the stage of group development where members discuss their feelings more openly and agree on group goals and individual roles in the group

decoding

Answer : the process by which the receiver of the message interprets its meaning

competition

Answer : occurs when the goals are incompatible and the interactions between groups are important to meeting goals

encoding

Answer : the process by which the message is translated from an idea or thought into transmittable symbols

gatekeeper

Answer : an individual who has a strategic position in the network that allows him or her to control information moving in either direction through a channel

isolate

Answer : an individual who tends to work alone and to interact and communicate little with others

isolated dyad

Answer : two people who tend to work alone and to interact and communicate little with others

conflict stimulation

Answer : the creation and constructive use of conflict by a manager

jargon

Answer : the specialized or technical language of a trade profession or social group

control and organization

Answer : the stage of group development when the group is mature members work together and are flexible adaptive and self correcting

friendship group

Answer : a group that is relatively permanent and informal and draws its benefits from the social relationships among its members

medium

Answer : the channel or path through which the message is transmitted

goal compatibility

Answer : the extent to which the goals of more than one person or group can be achieved at the same time

semantics

Answer : the study of language forms

source

Answer : the individual group or organization interested in communicating something to another party

group composition

Answer : the degree of similarity or difference among group members on factors important to the groups work

group performance factors

Answer : factors that affect the success of the group in fulfilling its goals including composition size norms and cohesiveness

verification

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

interest group

Answer : a group that is relatively temporary and informal and is organized around a common activity or interest of its members

wheel network

Answer : in this type of network information flows between the person at the end of each spoke and the person in the middle

linking role

Answer : a position for a person or group that serves to coordinate the activities of two or more organizational groups

mutual acceptance group

Answer : the stage of group development that is characterized by members sharing information about themselves and getting to know each other

norm

Answer : a standard against which the appropriateness of a behavior is judged

management teams

Answer : consist of managers from various areas they coordinate work teams

problem solving teams

Answer : temporary teams established to attack specific problems in the workplace

job centered leader behavior

Answer : behavior that involves paying close attention to the work of subordinates explaining work procedures and demonstrating a strong interest in performance

product development teams

Answer : combinations of work teams and problem solving teams that create new designs for products or services that will satisfy customers needs

ohio state leaderships studies

Answer : these studies defined leader consideration and initiating structure behaviors as independent dimensions of leadership

quality circles

Answer : small groups of employees from the same work area who regularly meet to discuss and recommend solutions to workplace problems

employee centered leader behavior

Answer : behavior that involves attempting to build effective work groups with high performance goals

work teams

Answer : include all the people working in an area are relatively permanent and do the daily work making decisions regarding how the work of the team is done

hersey and blanchard model

Answer : model that identifies different combinations of leadership presumed to work best with different levels of organizational maturity on the part of followers

least preferred coworker - LPC scale

Answer : scale that presumes to measure a leader's motivation

room's decision tree approach to leadership

Answer : this model attempts to prescribe how much participation subordinates should be allowed in making decisions

impression management

Answer : a direct and intentional effort by someone to enhance his or her own image in the eyes of others

consideration behavior

Answer : behavior that involves being concerned with subordinates feelings and respecting subordinates ideas

Path goal theory of leadership

Answer : theory that suggests that effective leaders clarify the paths - behaviors- that will lead to desired rewards - goals

influence

Answer : the ability to affect the perceptions attitudes or behaviors of others

LPC theory of leadership

Answer : theory that suggests that a leaders effectiveness depends on the situation

leadership substitutes

Answer : individual task and organizational characteristics that tend to outweigh the leaders ability to affect subordinates satisfaction and performance

trait approach

Answer : an approach that attempted to identify stable and enduring character traits that differentiated effective leaders from non leaders

initiating structure behavior

Answer : behavior that involves clearly defining the leader subordinate roles so that subordinates know what is expected of them

organizational politics

Answer : activities carried out by people to acquire enhance and use power and other resources to obtain thier desired outcomes

personal power

Answer : resides in the person regardless of the position he or she fills

michigan leadership studies

Answer : these studies defined job centered and employee centered leadership as opposite ends of a single leadership continuum

superleadership

Answer : occurs when a leader gradually and purposefully turns over power responsibility and control to a self-managing work group

transformational leadership

Answer : the set of abilities that allows the leader to recognize the need for change to create a vision to guide that change and to execute that change effectively

incremental innovation

Answer : continues the technical improvement and extends the applications of radical and systems innovations

acceptance theory of authority

Answer : the theory that the manager's authority depends on the subordinates' acceptance of the manager's right to give directives and to expect compliance with them

behavioral approach

Answer : approach to leadership that tries to identify behaviors that differentiate effective leaders from nonleaders uses rules of thumb, suboptimizing and satisficing in making decisions

change agent

Answer : a person responsible for managing a change effort
