MIDTERM EXAMINATION
Spring 2010
MGT502- Organizational Behaviour (Session - 2)

Time: 60 min
Marks: 47

Question No: 1   (Marks: 1)   - Please choose one
Which one of the following is defined as a social entity composed of two or more people which functions on a relatively continuous basis to achieve a common goal or set of goals.

► Community
► **Organization**
► Partnership
► Treaty

Ref: An organization is a social entity composed of two or more people working together towards common goals.

Question No: 2   (Marks: 1)   - Please choose one
Management functions of planning, organizing, leading and controlling were first classified by_____.

► Stephen Covey
► Henry Mintzeberg
► **Henri Fayol**
► Marry Parker

Ref: Henri Fayol was one of the most influential contributors to modern concepts of management, having proposed that there are five primary functions of management:

(1) **P**lanning,
(2) **O**rganizing,
(3) **C**ommanding,
(4) **C**oordinating, and
(5) **C**ontrolling (Fayol, 1949, 1987)

Question No: 3   (Marks: 1)   - Please choose one
When a textile factory supervisor gives a group of college students a tour of the plant, he or she is acting as:

► Guide
► Figurehead
► **Liaison**
► Monitor

Ref: Liaison—contact outsiders who provide the manager with information. These may be individuals or groups inside or outside the organization.

Question No: 4   (Marks: 1)   - Please choose one
The opinion or belief segment of an attitude is described by which component of attitude?
► **Cognitive**
► Affective
► Behavioral
► Behavior intension
Ref: Cognitive component The beliefs or ideas one has about an object or situation.

Question No: 5   (Marks: 1)   - Please choose one
The Globe Framework for assessing cultures includes all EXCEPT:
► Future Orientation
► **Work Moods**
► Power Distance
► Gender Differentiation
Ref:
Assertiveness
Future Orientation
Gender differentiation
Uncertainty avoidance
Power distance
Individual/collectivism
In-group collectivism
Power orientation
Humane orientation. (Page 26)

Question No: 6   (Marks: 1)   - Please choose one
Organizational members who intentionally violate established norms that result in negative consequences for the organization, its members, or both, show:
► **Deviant Workplace Behavior**
► Emotional Labor
► Emotional disorder
► None of the given options
Ref:Deviant Workplace Behaviors
Negative emotions can lead to employee deviance in the form of actions that violate established norms and threaten the organization and its members.(Page 42)

Question No: 7   (Marks: 1)   - Please choose one
People who have difficulty in expressing their emotions and understanding the emotions of others suffer from which psychological disorder?
► **Alexithymia**
► Amnesia

► dyslexia
► Anorixia

Question No: 8   (Marks: 1)   - Please choose one
Which of the following statement is true regarding "perceiver"?
► **The person making interpretations**
► The person making accurate judgments
► The person handling problems
► The person appointed to transmit information

Question No: 9   (Marks: 1)   - Please choose one
The awareness that a problem exists and that a decision needs to be made is a/an:
► **Perceptual issue**
► Emergency issue
► Cognitive issue
► Ethical issue

Question No: 10   (Marks: 1)   - Please choose one
Which is **NOT** one of the steps in the rational decision-making model?
► Defining the problem
► Identifying the decision criteria
► **Computing the decision alternatives**
► Rating the alternatives

Question No: 11   (Marks: 1)   - Please choose one
Which of the following decision making style shows low tolerance for ambiguity and seeks rationality?
► **Directive**

► Analytical
► Conceptual
► Behavioral

Question No: 12   (Marks: 1)   - Please choose one
Sana is a group leader at interior designing firm. She is concerned with the achievement of her peers and subordinates, she appreciate their suggestions and motivates them to come up with something new and unique. Which of the following is Sana's style?
► Conceptual
► **Behavioral**
► Directive
► Analytical

Ref: Behavioral

a. Characterizes decision makers who work well with others
b. Concerned with the achievement of peers and subordinates and are receptive to suggestions from others, relying heavily on meetings for communicating
c. Tries to avoid conflict and seeks acceptance.(Page 55)

Question No: 13   (Marks: 1)   - Please choose one
Which applicants are usually considered "best" by interviewers?
► Those with the best qualifications
► **Those who lack any unfavorable characteristics**
► Those who are verbally adept
► Those whose interview lasts the longest

Reference

Question No: 14   (Marks: 1)   - Please choose one
Which of the following method is used for strengthening desirable behavior?
► Negative Reinforcement
► Neutral Reinforcement
► Pleasant Reinforcement
► **Positive Reinforcement**

Reference: Positive reinforcement results when the occurrence of a valued behavioral consequence has the effect of strengthening the probability of the behavior being repeated.

http://groups.google.com/group/vuZs

Question No: 15   (Marks: 1)   - Please choose one
Which of the following statements is true?
► **Older employees have lower rates of avoidable absence than younger workers**
► Older employees have lower rates of unavoidable absence than younger workers
► Older employees are more likely to quit their job than younger workers
► Older employees are perceived to be more flexible than younger workers

Question No: 16   (Marks: 1)   - Please choose one
Which of the following statements **most** accurately describes interest groups?

► They are longer lasting than friendship groups
► <mark>**They are formed because of some common objective**</mark>
► They are governed by labor laws
► They are likely to involve great social conflict

Ref: Interest groups
Comprise workers coming together to achieve a mutual objective.(Page 79)

http://groups.google.com/group/vuZs

Question No: 17   (Marks: 1)   - Please choose one
Which of the following is one of the drawbacks of group decision making?

► More knowledge through pooling of group resources
► <mark>**More amount of time is required to make a decision**</mark>
► Increased acceptance & commitment due to voice in decisions
► Greater understanding due to involvement in decision stages

Ref: Disadvantages
1. Pressure in groups to conform
2. Domination by one forceful member or dominant clique
3. Amount of time required, because group is slower than individual to make a decision.(Page 19)

Question No: 18   (Marks: 1)   - Please choose one
Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

► Groupthink
► <mark>**Nominal group**</mark>
► Brainstorm
► Electronic meeting

http://groups.google.com/group/vuZs

Question No: 19   (Marks: 1)   - Please choose one
Which of the following statement is true about decision making using nominal group techinque?

► This method is good to generate a quantity of ideas
► This method is good for building group cohesiveness
► <mark>**This method is good for encouraging independent thinking**</mark>
► This method is an inexpensive way of generating maximum ideas

Ref: The chief advantage of the nominal group technique is that it permits the group to meet formally but does not restrict independent thinking, as does the interacting group. (Page 92)

Question No: 20   (Marks: 1)   - Please choose one

In the communication process, which of the following steps occurs first?

► Transmitting

► Decoding

► **Encoding**

► Understanding

Ref: The communication process entails a number of steps including the sender's encoding of the message, selection of a medium, decoding of the message by the receiver, and completing the feedback loop..(Page 94)

Question No: 21   (Marks: 1)   - Please choose one

When manager marketing is communicating with the manager production, it is called:

► Upward communication

► Downward communication

► **Lateral communication**

► Vertical communication

Ref: Communication between people at the same hierarchical rank but in different functional areas is called horizontal or lateral communication.

Question No: 22   (Marks: 1)   - Please choose one

Sami is developing marketing page for the company web site and is concerned about the appearance of his active links. He seeks reactions from fellow employees. The reactions he seeks are part of the:

► Adjourning phase

► Encoding phase

► Decoding phase

► **Feedback phase**

Question No: 23   (Marks: 1)   - Please choose one

Which one of the following are not the skills exhibited by an effective manager?

► Clarifies goals and objectives for everyone involved

► **Discourages participation, upward communication, and suggestions**

► Plans and organizes for an orderly work flow

► Facilitates work through team building, training, coaching and support

Question No: 24   (Marks: 1)   - Please choose one

Ali is an employee in a company. He expresses his dissatisfaction by discussing the problem with the superiors, suggests improvements and involves the unions in problem solving, He expresses his dissatisfaction in which of the following ways?

► Exit

► **Voice**

► Loyalty

► Neglect

Question No: 25   (Marks: 1)   - Please choose one
In the following steps of rational decision making, which would come first?
► Generate alternatives
► **Identify criteria**
► Make a choice
► Implement the decision

Question No: 26   (Marks: 1)   - Please choose one
The factors an individual views as important in a decision are assessed in which step of the rational model?
► Decision criteria
► Developing alternatives
► **Evaluation of alternatives**
► Problem definition

Question No: 27   (Marks: 1)   - Please choose one
Which of the following is true for the people who adopt a thinking style based on logics and rationality?
► **They process information serially**
► They perceive things as a whole
► They perceive things on the basis of past experiences
► Their decisions depend upon situation

Question No: 28   (Marks: 1)   - Please choose one
Process variables include all of the following **EXCEPT:**
► **Climate of trust**
► Team efficacy
► Minimized social loafing
► Specific goals

Question No: 29   (Marks: 1)   - Please choose one
Which of the following is a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures?
► Group polarization
► Decision making
► **Groupthink**
► Brainstorming

Ref: Groupthink, a term coined by social psychologist Irving Janis (1972), occurs when a group makes faulty decisions because group pressures lead to a deterioration of "mental efficiency, reality testing, and moral judgment"

Question No: 30   (Marks: 1)   - Please choose one

All of the following are the major challenges that managers must deal with, in order to remain competitive EXCEPT:
► Managing ethical behavior

► <mark>**Anticipating changes in foreign currency valuations**</mark>
► Keeping up with technological change
► Managing a diverse workforce

Question No: 31   (Marks: 1)   - Please choose one
Which of the following is the complex human reaction to personal achievement or setbacks that may be felt and displayed by a person?
► Attitude
► <mark>**Emotions**</mark>
► Value
► Perception

Question No: 32   (Marks: 1)   - Please choose one
Which of the following is the study of social system such as families, occupational classes and organizations ?
► Psychology
► <mark>**Sociology**</mark>
► Anthropology
► Social Psychology

Ref: Sociology
Sociologists study the social system in which individuals fill their roles; that is, sociology studies people
in relation to their fellow human beings.(Page 04)

Question No: 33   (Marks: 1)   - Please choose one

In system theory the transformation or conversion of inputs into outputs is accomplished with the help of which of the following?
► Mechanism
► <mark>**Technology**</mark>
► Operational system
► Information system

Reference

Question No: 34   (Marks: 1)   - Please choose one
Mr. Afaq is working in a sales department of Star Corporation. He gave a personal report to the general manager. In his report he pointed out that the sales staff are not performing their due responsibilities. Afaq's attitude is showing which of the following component?
► <mark>**Cognitive**</mark>
► Affective
► Behavioral
► None of the given option

Question No: 35   (Marks: 3)
Explain different roles that a manager can perform as a member of a group.

Question No: 36   (Marks: 5)
Explain the conditions under which a manager is bound to use intuitive decision making.

Question No: 37   (Marks: 5)
Explain the characteristics of a well functioning and effective group.