

**MIDTERM EXAMINATION**  
**Spring 2009**  
**MGT502- Organizational Behaviour (Session - 2)**  
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**Time: 60 min**

**Marks: 50**

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

Which one of the following is **NOT** a characteristic of group in organization?

- ▶ Common goal
- ▶ Interaction with one another
- ▶ Accept expectations and obligations
- ▶ **Mutually independent**

**Question No: 2 ( Marks: 1 ) - Please choose one**

Jobs in which success demands stamina, leg **strength** and manual dexterity require management to identify an employee's which characteristics?

- ▶ **Physical abilities**
- ▶ Motor abilities
- ▶ Mental abilities
- ▶ Emotional abilities

Lesson 5

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**Question No: 3 ( Marks: 1 ) - Please choose one**

Which of the following communication network is best illustrated by an unstructured committee?

- ▶ Vertical
- ▶ Wheel
- ▶ **All-channel**
- ▶ Chain

**Question No: 4 ( Marks: 1 ) - Please choose one**

When all communication is channeled through one person, which of the following communication network exists?

- ▶ All-channel
- ▶ Chain
- ▶ Horizontal
- ▶ **Wheel**

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**Question No: 5 ( Marks: 1 ) - Please choose one**

Formal guidelines and authority hierarchies are examples of which function of communication?

- ▶ **Control**
- ▶ Agreement
- ▶ Motivation
- ▶ Information

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**Question No: 6 ( Marks: 1 ) - Please choose one**

Which of the following is an example of downward communication flow?

- ▶ Suggestion boxes
- ▶ Discussing problem with boss
- ▶ **Feedback on job performance**
- ▶ Letters to your boss

**Question No: 7 ( Marks: 1 ) - Please choose one**

The means by which a communication is passed is called:

- ▶ **Medium**
- ▶ Instrument
- ▶ Conductor
- ▶ Transmission

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**Question No: 8 ( Marks: 1 ) - Please choose one**

On the Leadership Grid, a manager who has a medium concern for both, people and production is a (n):

- ▶ Team manager
- ▶ Country club manager
- ▶ **Middle of the road manager**
- ▶ Authority-obedience manager

**Ref:** The middle-of-the-road leader (5,5) has balanced, medium concern for both production and people.

**Question No: 9 ( Marks: 1 ) - Please choose one**

If a leader's main concern is accomplishing his/her group's tasks, the University of Michigan studies label this leader as:

- ▶ Production-oriented
- ▶ Laissez-faire
- ▶ Consideration-oriented

▶ **Employee-oriented**

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**Question No: 10 ( Marks: 1 ) - Please choose one**

Which of the following are the two dimensions of leadership behavior identified in the University of Michigan studies?

- ▶ Emotional and rational
- ▶ Autocratic and democratic
- ▶ Initiating structure and consideration

▶ **Employee-oriented and production-oriented**

Lesson 22

Leadership studies were undertaken at the same time as those being done at Ohio State, with similar research objectives. They discovered two dimensions of leadership behavior— employee-oriented and production-oriented.

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**Question No: 11 ( Marks: 1 ) - Please choose one**

If trait theories of leadership are valid, then leaders are \_\_\_\_\_.

- ▶ Educated
- ▶ Trained
- ▶ **Born**
- ▶ Authoritarian

Lesson 22

Trait theories assumption: Leadership is basically inborn, therefore we could select the right leaders.

**Question No: 12 ( Marks: 1 ) - Please choose one**

The main difference between a leader and a manager is:

- ▶ Managers seek change and leaders don't
- ▶ Leaders are thought of as better people because they don't punish

▶ **Leaders are advocates for change, and managers for the status quo**

- ▶ Managers are concerned with people, and leaders with events

Lesson 22

Status quo, a commonly used form of the original Latin "statu quo" – literally "the state in which" – is a Latin term meaning the current or existing state of affairs.

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**Question No: 13 ( Marks: 1 ) - Please choose one**

Which of the following techniques most restricts discussion or interpersonal communication during the decision-making process?

- ▶ Groupthink
- ▶ **Nominal group**
- ▶ Brainstorm

- ▶ Electronic meeting

### Lesson 19

The nominal group technique "Process to generate ideas and evaluate solutions". Restricts discussion or interpersonal communication during the decision-making process.

**Question No: 14 ( Marks: 1 ) - Please choose one**

Which of the following is a tendency for members of a cohesive group to reach decisions without weighing all the facts, especially those contradicting the majority opinion?

- ▶ Group conformity
- ▶ Group shift
- ▶ **Groupthink**
- ▶ Social loafing

Groupthink: Janis's term for a cohesive in-group's unwillingness to realistically view alternatives.

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**Question No: 15 ( Marks: 1 ) - Please choose one**

What is generally the result of groupthink?

- ▶ Higher quality decisions
- ▶ **More risky decisions**
- ▶ Less critical analysis
- ▶ Unpopular decisions

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**Question No: 16 ( Marks: 1 ) - Please choose one**

Which of the following is true about virtual teams?

- ▶ There is an absence of verbal cues
- ▶ There is limited social context
- ▶ People collaborate online
- ▶ **All of the given options**

**Question No: 17 ( Marks: 1 ) - Please choose one**

Which of the following helps to explain the current popularity of teams?

- ▶ Easy to manage
- ▶ Less expensive
- ▶ **Use employee talents better**
- ▶ Promote socialization

### Lesson 18

The current popularity of teams seems based on the evidence that teams typically outperform individuals when the tasks being done require multiple skills, judgment, and experience.

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**Question No: 18 ( Marks: 1 ) - Please choose one**

Which of the following statements concerning tenure is **NOT** true?

- ▶ Tenure does not appear to be a good predictor of employee productivity
- ▶ Tenure and satisfaction are positively related
- ▶ Tenure is a good variable in explaining turnover
- ▶ **Tenure and organizational investment are negatively related**

Lesson 4

**Question No: 19 ( Marks: 1 ) - Please choose one**

What other name is the two-factor theory known by?

- ▶ Theories X and Y
- ▶ **Motivator-Hygiene Theory**
- ▶ Hierarchy of Needs Theory
- ▶ Satisfaction/Dissatisfaction Theory

**Ref:** Herzberg proposed the Motivation-Hygiene Theory, also known as the Two factor theory (1959) of job satisfaction. According to his theory, people are influenced by two sets of factors

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

Which of the following method is used for strengthening desirable behavior?

- ▶ Negative Reinforcement
- ▶ Neutral Reinforcement
- ▶ Pleasant Reinforcement
- ▶ **Positive Reinforcement**

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

How does McClelland define the need for affiliation?

- ▶ Drive to excel, to strive to succeed
- ▶ Need to make others behave in a novel way
- ▶ **Desire for friendship and mutual understanding**
- ▶ The desire to control & influence their behavior

Lesson 14

The need for affiliation, which is the desire for friendly and close interpersonal relationships.

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

Who developed ERG theory?

- ▶ McClelland
- ▶ Maslow
- ▶ **Alderfer**
- ▶ Ouchi

Lesson 13

Clayton Alderfer's existence-relatedness-growth (ERG) theory is also a need theory of work motivation.

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

Maslow's hierarchy of needs arranges those needs in which of the following orders?

- ▶ Physiological, esteem, safety, social, and self-actualization
- ▶ **Physiological, safety, social, esteem, and self-actualization**
- ▶ Safety, physiological, esteem, social, and self-actualization
- ▶ Physiological, social, safety, esteem, and self-actualization

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

What are the three key elements of motivation?

- ▶ Interest, activity and reward
- ▶ Awareness, effort and outcome
- ▶ Stimulation, progress and achievement
- ▶ **Intensity, direction and persistence**

Lesson 13

Key Elements

**Intensity:** how hard a person tries. Intensity is concerned with how hard a person tries. This is the element most of us focus on when we talk about motivation.

**Direction:** toward beneficial goal. Direction is the orientation that benefits the organization.

**Persistence:** how long a person tries. Persistence is a measure of how long a person can maintain his/her effort. Motivated individuals stay with a task long enough to achieve their goal.

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**Question No: 25 ( Marks: 1 ) - Please choose one**

Amna is an honest and straightforward person. She believes her employees

are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Amna most likely using?

- ▶ Prototyping
- ▶ Contrast effect
- ▶ Halo effect
- ▶ **Projection**

Lesson 11

Projection: Attributing one's own characteristics to other people.

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**Question No: 26 ( Marks: 1 ) - Please choose one**

Asma is experiencing conveyance problem for her college pick and drop. She decides to use the rational decision-making model to decide what to do. What might be the next step she takes if she follows this model?

- ▶ Define the problem
- ▶ **Identify the decisions criteria**
- ▶ Evaluate other available alternatives
- ▶ Select the best alternative

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**Question No: 27 ( Marks: 1 ) - Please choose one**

The time at which an object or event is seen is an example of what type of factor influencing the perceptual process?

- ▶ **Situation**
- ▶ Perceiver
- ▶ Reality
- ▶ Target

**Question No: 28 ( Marks: 1 ) - Please choose one**

What is the most relevant application of perception concepts to OB?

- ▶ **The perceptions people form about each other**
- ▶ The perceptions people form about their employer
- ▶ The perceptions people form about society
- ▶ The perceptions people form about external reality

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**Question No: 29 ( Marks: 1 ) - Please choose one**

Imran is the head of a group at an advertising agency working with artists and designers to come up with effective branding of new products. Why is it particularly important for him to keep his team happy?

- ▶ People are more conscientious when they are in a good mood
- ▶ People are more efficient when they are in a good mood
- ▶ People are more productive when they are in a good mood
- ▶ **People are more creative when they are in a good mood**

**Ref:** Happy People are More Creative: When new ideas need to be thrown on the table, you need happier employees. People that are in a good mood tend to be much more flexible, original, and fluent – their cognitive processes are jump-started.

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

Which of the following statement is true regarding Big five Model?

- ▶ The Big Five traits are related to intrinsic motivational factors
- ▶ The Big Five traits are related to extrinsic motivational factors
- ▶ **The Big Five traits are related to both intrinsic and extrinsic factors**

- ▶ The Big Five traits have no relationship to motivational factors

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**Question No: 31 ( Marks: 1 ) - Please choose one**

The degree to which people value relationships and show sensitivity and concern for the welfare for others is called:

- ▶ Quantity of life
- ▶ **Quality of life**
- ▶ Long-term orientation
- ▶ Social Loafing

Lesson 6

Quality of life is the degree to which people value relationships and show sensitivity and concern for the welfare of others.

**Question No: 32 ( Marks: 1 ) - Please choose one**

All of the following are sources of the values **EXCEPT**:

- ▶ External Reference Groups
- ▶ Role Models
- ▶ **Achievement**
- ▶ Teachers

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

Values like working hard, being creative and honest are the means which lead towards achieving organizational goals. Which of the following term best described these values?

- ▶ Terminal values
- ▶ **Instrumental values**
- ▶ Theoretical values
- ▶ Social values

Ref: The instrumental values are: cheerfulness, ambition, love, cleanliness, self-control, capability, courage, politeness, honesty, imagination, independence, intellect, broad-mindedness, logic, obedience, helpfulness, responsibility and forgiveness.

**Question No: 34 ( Marks: 1 ) - Please choose one**

Which of the following is NOT one of the scales to measure job satisfaction?

- Minnesota Satisfaction Questionnaire
- The Faces Scale
- The mentor scale**
- Descriptive Index

The most widely used scales include the Minnesota Satisfaction Questionnaire, the Faces Scale, and the Job Descriptive Index.

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**Question No: 35 ( Marks: 1 ) - Please choose one**



Following a response by the termination or withdrawal of something unpleasant is called-----.

- Positive reinforcement
- Extinction
- Negative reinforcement

**Punishment**

**Question No: 36 ( Marks: 1 ) - Please choose one**

Last year, Ali had taken lunch at a fast food restaurant that caused him food poisoning. Now whenever he passes by the restaurant, he feels nauseous. This is an example of which of the following learning theory?

**Classical conditioning**

- Social learning
- Operant conditioning
- Reinforcement theory

Ref: "Classical Conditioning" is defined as "a process of learning by temporal association in which two events that repeatedly occur close together in time become fused in a person's mind and produce the same response".

Question No: 37 ( Marks: 1 ) - Please choose one

Which of the following are identified as new managerial functions?

- Planning and organizing
- Leading and controlling
- Directing and monitoring

**TQM and continuous improvement**

Lesson 2

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Question No: 38 ( Marks: 1 ) - Please choose one

Mr. Ahmed is responsible to transmit information to outsiders on organization's plans, policies, actions and results. Which managerial role is he playing in organization?

Disseminator

**Spokesperson**

- Representative
- Figurehead

Question No: 39 ( Marks: 1 ) - Please choose one

The greatest contribution of which one of the following to OB is through their study of group behavior in organizations, particularly formal and complex organizations?

- Psychology
- Sociology
- Anthropology

## Social Psychology

### Lesson 1

Social Psychology: An area within psychology that blends concepts from psychology and sociology and that focuses on the influence of people on one another.

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Question No: 40 ( Marks: 1 ) - Please choose one

If a manager is responsible to define goals, establish an overall strategy for achieving those goals and matching activities accordingly, then which one of the following functions is he/ she performing.

### Planning

Organizing

Leading

Controlling

### Lesson 2

In planning, managers establish their organization's strategy, in other words, how best to allocate and use resources to achieve organizational goals. Much uncertainty and risk surround the decisions of managers during planning, and an understanding of organizational behavior can improve the quality of decision making, increase success, and lower risk.

Question No: 41 ( Marks: 10 )

What are the common skills exhibited by an effective manager?

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