

MGT502- Organizational Behaviour

Composed By Faheem Saqib

2010 Final term 6 Papers Solved with Ref

For more Help Rep At

Faheem_saqib2003@yahoo.com

Faheem.saqib2003@gmail.com
0334-6034849



FINALTERM EXAMINATION
Spring 2010
MGT502- Organizational Behaviour (Session - 4)

Ref No:
Time: 90 min
Marks: 69

Student Info	
StudentID:	
Center:	OPKST
ExamDate:	08 Aug 2010

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

Which dimension of the Big Five model refers to be pleasant and accommodating in social situations?

- ▶ Extroversion
- ▶ Openness to experience
- ▶ Emotional stability
- ▶ **Agreeableness**

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

The ability of a person to manipulate his/her emotions according to a given situation is called_____.

- ▶ **Emotional Intelligence**
- ▶ Emotional Constraints
- ▶ Affective Emotions
- ▶ Cognitive dissonance

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

Relevant personal characteristics affecting perception of the perceiver are:

- ▶ Attitudes
- ▶ Interests
- ▶ Past experiences
- ▶ **All of the given options**

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

According to attribution theory, which of the following is an internally caused behavior?

- ▶ **Working late in order to get a promotion**

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- ▶ Arriving at work late because heavy traffic
- ▶ Working weekends because of your employer's orders
- ▶ Depending on luck for success

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

Which of the following statements is **NOT** an example of stereotyping?

- ▶ There is no need to offer child-care to him; men aren't interested in child care
- ▶ Don't hire an older worker; they can't learn new skills
- ▶ **She was good at her last job, so she will be good at this one**

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- ▶ She won't relocate for a promotion, since women don't relocate

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

Teams generally have a(n) _____ impact on employee motivation.

- ▶ Inconsistent

▶ **Positive**

- ▶ Discouraging
- ▶ Neutral

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

Bilal tells his boss only what he believes the boss wants to hear. Bilal is engaging in:

▶ **Filtering**

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- ▶ Defensiveness
- ▶ Selective perception
- ▶ Selective selection

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

Which of the following communication function is performed, when employees are required to follow their job description or to comply with company policies?

▶ **Control**

- ▶ Motivation
- ▶ Information
- ▶ Emotional expression

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

Which of the following is the most effective communication network for facilitating the emergence of a leader?

- ▶ Chain
- ▶ All-channel

▶ **Wheel**

P 100

- ▶ Direct

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

The transactional and transformational leadership should be viewed as:

▶ **Opposing approaches to accomplishing goals**

- ▶ Subcomponents of situational leadership
- ▶ Building blocks of charismatic leadership
- ▶ Cumulative forms of leadership

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

One reacts to _____ power out of fear of the negative consequences if one fails to comply.

- ▶ Legitimate
- ▶ **Coercive**
- ▶ Punitive
- ▶ Referent

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

Dependency is inversely proportional to which of the following statement?

- ▶ The level of an individual's personal power
- ▶ **The number of alternative sources of a particular resource**

P 115 Dependency is inversely proportional to the alternative sources of supply.

- ▶ The type of informational analysis conducted in a situation
- ▶ The financial resources required to solve a problem

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

Most organizations develop multiple suppliers rather than give their business to only one in order to:

- ▶ Maximize power
- ▶ Increase information
- ▶ **Reduce dependency**
- ▶ Develop interdependence

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

Which type of conflict will you experience among the multiple roles in your life, like role of a father and a manager?

- ▶ Intergroup Conflict
- ▶ Interpersonal Conflict
- ▶ **Interrole Conflict**

P 124 Interrole Conflict - a person's experience of conflict among the multiple roles in his/her life

- ▶ Intrarole Conflict

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

Ali wants to buy a motor bike. He goes to the showroom and sees different models of bikes. He likes one of them very much and wants to purchase it. He asks the price from dealer which is more than his range. Both of them then negotiate over price. This is an example of:

- ▶ BATNA
- ▶ **Distributive negotiation**

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- ▶ Integrative negotiation
- ▶ Third party negotiation

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

Which of the following is **NOT** a common success criteria for any organizational structures?

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Decentralized reporting
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☒ **High residual mass**
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Permanent monitoring
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Rapid response

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

A tall, centralized hierarchy of authority and top-down communication and decision making are characteristics of which of the following organizational structures?

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Organic structure
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Matrix structure
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☒ **Mechanistic structure**
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Functional structure

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

Which of the following term defines how job tasks are formally divided, grouped, and coordinated?

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☒ **Organizational structure**
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Work specialization
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Departmentalization
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Organizational behavior

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

Matrix Structure

□ □ □ □ □ □ ▶ □ Divisional Structure

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

□□□□□□▶□ Feel more responsible for achieving the end product

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

□ □ □ □ □ □ ▶ □ **Globalization**

□ □ □ □ □ □ □ ► □ IT-Era

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

□□□□□□▶□ Increase customer satisfaction and retention

□□□□□□□▶ □ Reduce waste and increases productivity

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

☐ ☐ ☐ ☐ ☐ ☐ ☒ **Democratic Union of Hungarians**

- North American Free Trade Agreement (NAFTA).

- Asia-Pacific Economic Co-operation Forum (APEC).

□□□□□□□▶□North American Free Trade Agreement

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Caribbean Community

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

A technical specialists working with a reputable organization is allowed to continue to contribute his expertise to the company without having to become manager. He makes recommendations in a wide range of business areas, participates in high level decisions, and acts as mentor to other employees. This situation is represented by which one of the following option?

□ □ □ □ □ □ □ ▶ □ Traditional career path

□ □ □ □ □ □ □ ▶ □ Network career path

□ □ □ □ □ □ □ ► □ Lateral skill path

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Dual career path**

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

Individual career counseling and information services are part of which one of the following career development phase?

□ □ □ □ □ □ ▶ □ Assessment phase

□ □ □ □ □ □ ▶ □ **Direction phase**

P 168 The Direction Phase

This involves determining the type of career that employees want and the steps they must take to make their career goals a reality.

1. Individual career counseling

2. Information services

□ □ □ □ □ □ □ ▶ □ **Development phase**

☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Decline phase**

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

Performance is a function of which of the following factors?

□□□□□□□▶ □Skill, willingness to act and reward

Ability, motivation and opportunity

P 21 in flow chart

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Knowledge, skills and abilities**

□ □ □ □ □ □ □ ▶ **Tasks, incentives and rewards**

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

- Incremental Change
- Anticipatory change
- Radical Change
- Reactive change**

Responding to changes in the external or internal environment.

Which of the following is **NOT** a primary force for change in organizations?

- Ability to understand what is read or heard and the relationship of words to each other is called _____.

- ☐ There is no difference in leadership on the basis of gender
- ☐ Women leaders are not good at negotiation
- ☐ Men leaders seem to be more supportive and patient
- ☒ **Women tend to adopt democratic leadership style**

When individuals or groups throughout the hierarchy participate in decision making, authority is considered to be:

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

The aim of which of the following is to fundamentally change the way everybody in the organization conceives his or her role?

- ☐ ☐ ☐ ☐ ☐ ☐ ➤ ☐ Downsizing
☒ ☒ ☒ ☒ ☒ ☒ ➤ ☒ Reengineering
- ### P 154
- ☐ ☐ ☐ ☐ ☐ ☐ ➤ ☐ Formalization
 - ☐ ☐ ☐ ☐ ☐ ☐ ➤ ☐ Specialization

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

Transmission of which of the following is the primary purpose of socialization?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Core values to new members**
P 174 Socialization
 – **The process that helps new employees adapt to the organization's culture.**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Task demands**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Information associated with the realistic preview**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Information that allow future employees to master the job**

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

Which of the following is the individual source of resistance to change?

- [illegible]

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

Which of the following is the organizational source of resistance to change?

- ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Fear of unknown
☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Economic threat
☐ ☐ ☐ ☐ ☐ ☐ ► ☐ New social relationship
☒ ☒ ☒ ☒ ☒ ☒ ► ☒ **Threatened power**
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Question No: 36 (Marks: 1) - Please choose one

ABC manufacturer is a local organization. The CEO of that organization is thinking of expanding his business in international market. What can be the possible reasons of this expansion?

☐☐☐☐☐☐☐ ► ☐ **To earn foreign capital**

P 15 Organizations expand globally to gain access to the valuable resources found throughout the world.

Global expansion also provides an enlarged customer base and the opportunity for greater profit.

- ☐☐☐☐☐☐ ► ☐ To work with untrained labor
☐☐☐☐☐☐ ► ☐ To avoid cultural diversity
☐☐☐☐☐☐ ► ☐ To work under poor working conditions

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

PTCL has contracted with different recruiting agencies to provide human resource for its call centers. It is an example of which of the following?

- ☐☐☐☐☐☐ ► ☐ Off shoring
☐☐☐☐☐☐ ► ☐ **Outsourcing**

P 204 *Outsourcing* –Contracting out of work rather than accomplishing it with a full-time permanent workforce.

- ☐☐☐☐☐☐ ► ☐ Job migration
☐☐☐☐☐☐ ► ☐ Geocentric

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

Ali is working in an organization where his boss has a very authoritative personality. He always threatens him by explanation calls and termination warnings. Which of the following factor is causing stress for him?

- ☐☐☐☐☐☐ ► ☐ Supervisor
☐☐☐☐☐☐ ► ☐ Salary
☐☐☐☐☐☐ ► ☐ **Security**
☐☐☐☐☐☐ ► ☐ Safety

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

Which of the following performance management component is about summarizing the performance and ranking the records?

- ☐☐☐☐☐☐ ► ☐ Planning
☐☐☐☐☐☐ ► ☐ Monitoring
☐☐☐☐☐☐ ► ☐ Rewarding
☐☐☐☐☐☐ ► ☐ **Rating**

P 198 *Rating* • Summarize performance • Assign the rating of record

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

Which of the following system comprises the processes and activities involved in performance appraisals?

- ☐☐☐☐☐☐ ► ☐ **Performance management**
☐☐☐☐☐☐ ► ☐ Quality management
☐☐☐☐☐☐ ► ☐ Stress management

□ □ □ □ □ □ ▶ □ Team management

Question No: 41 (Marks: 1) - Please choose one

Job rotation, understudy assignments, apprenticeship and formal mentoring programs are examples of which of the following?

□□□□□□▶ □ On the job training

Off the job training

□ □ □ □ □ □ □ ▶ □ Simulation training

☐ ☐ ☐ ☐ ☐ ☐ ☒ Vestibule training

Question No: 42 (Marks: 1) - Please choose one

All of the following are examples of indirect compensations **EXCEPT:**

□ □ □ □ □ □ ▶ □ **Breaks**

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 Bounces

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Pensions

☐ ☐ ☐ ☐ ☐ ☐ ☒ Educational assistance

Question No: 43 (Marks: 1) - Please choose one

A manager performing the role of disseminator is most likely to do which of the following activity?

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Speak in a Chamber of Commerce's meeting

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Hire a new Human Resource Manager for the company

Inform subordinates about newly founded competitors

□□□□□□▶ □ Develop a new strategic five-year plan for the company

Question No: 44 (Marks: 1) - Please choose one

Which of the following is an example of positive emotions?

□ □ □ □ □ □ □ ► □ Anger

□ □ □ □ □ □ ▶ □ **Sadness**

□ □ □ □ □ □ ▶ □ **Pride**

□ □ □ □ □ □ ▶ □ **Disgust**

Question No: 45 (Marks: 1) - Please choose one

The banner ads on the different website that are large, bold graphics and have moving images are grabbing attention of viewers due to which of the following external stimulus?

□ □ □ □ □ □ ▶ □ **Size and motion**

Novelty and familiarity

□□□□□□□▶□Intensity and contrast

□ □ □ □ □ □ ▶ □ Repetition and familiarity

Question No: 46 (Marks: 1) - Please choose one

The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

□ □ □ □ □ □ □ ► □ **Terminal Values**

□ □ □ □ □ □ ▶ □ **Power Distance**

P 26 Power distance - The degree to which people in a country accept that power in institutions and organizations is distributed unequally.

□ □ □ □ □ □ □ ► □ Fairness

□ □ □ □ □ □ □ ► □ Uncertainty Avoidance

Question No: 47 (Marks: 1) - Please choose one

The graphic portrayal of a two-dimensional view of leadership styles by Blake and Mouton is known as:

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Least preferred co-worker scale

□□□□□□▶□Leader-participation model

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Autocratic-democratic continuum

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Managerial grid**

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Question No: 48 (Marks: 1) - Please choose one

In a manufacturing organization supervisors and plant managers have which of the following type of authority?

Line authority

Functional authority

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Staff authority**

P 147 in flow chart

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ All of the given options

Question No: 49 (Marks: 3)

What is the purpose of conducting the job analysis?

Answer

Job Analysis is the **SYSTEMATIC** process of collecting and making judgments about all the important information related to a job.

1. Training

2. Personnel Selection
3. Job Evaluation, and
4. Performance Appraisal

Job analysis outcomes

1. Job description
2. Job specification
3. Job evaluation

Question No: 50 (Marks: 3)

Explain the role of 360 degree feedback in the measurement of performance.

Answer

The 360 Degree Feedback System as a performance measurement tool has experienced a wide spread among companies wishing to improve their performance management systems.

Question No: 51 (Marks: 5)

How the stress can be recognized?

Answer

Recognizing Stress

1. • Short-term physical symptoms
2. • Long-term physical symptoms

Short-term physical symptoms

1. • Faster heart beat
2. • Increased sweating
3. • Cool skin
4. • Cold hands and feet
5. • Feelings of nausea, or 'Butterflies in stomach'
6. • Rapid Breathing
7. • Tense Muscles
8. • Dry Mouth
9. • A desire to urinate
10. • Diarrhea

Long-term Physical Symptoms

1. • Change in appetite
2. • Frequent colds
3. • Illnesses such as:
4. • Asthma
5. • Back pain

6. • Digestive problems
7. • Headaches
8. • Aches and pains
9. • Feelings of intense and long-term tiredness

Internal Symptoms

- Worry or anxiety
- Confusion, and an inability to concentrate or make decisions
- Feeling ill
- Feeling out of control or overwhelmed by events
- Mood changes:
 - Depression
 - Frustration
 - Hostility
- Helplessness
- Restlessness
- Being more lethargic
- Difficulty sleeping
- Drinking more alcohol and smoking more
- Changing eating habits
- Relying more on medication

Behavioral Symptoms

- Talking too fast or too loud
- Fiddling and twitching, nail biting, grinding teeth, drumming fingers, pacing, etc.
- Bad moods
- Being irritable
- Defensiveness
- Being critical
- Aggression
- Irrationality
- Overreaction and reacting emotionally
- Reduced personal effectiveness
- Being unreasonably negative
- Making less realistic judgments
- Being unable to concentrate and having difficulty making decisions
- Being more forgetful
- Making more mistakes
- Being more accident prone
- Changing work habits
- Increased absenteeism
- Neglect of personal appearance

Question No: 52 (Marks: 5)

Differentiate between job description and job specification.

Answer

Job description

The job description is a document that provides information regarding the tasks, duties, and responsibilities of the job. Job description takes on an even greater importance under the Americans with Disabilities Act because the description of essential job functions may be critical to a defense regarding reasonable accommodation.

1. Job Identification – contains the job title, the FLSA status, date, and possible space to indicate who approved the description, the location of the job, the immediate supervisor's title, salary and/or pay scale.
2. Job Summary – should describe the general nature of the job, and includes only its major functions or activities.
3. Relationships – occasionally a relationships statement is included. It shows the jobholders' relationships with others inside and outside the organization.
4. Responsibilities and Duties – The Department of Labor's *Dictionary of Occupational Titles* can be used for itemizing the job's duties and responsibilities.
5. Standards of Performance – states the standards the employee is expected to achieve under each of the job description's main duties and responsibilities.

Job specification

Minimum acceptable qualifications that a person should possess to perform the job are included in the job specification. Some of the items often included are requirements for education, experience, personality, and physical abilities.

Question No: 53 (Marks: 5)

When the organizations opt for the process reengineering?

Answer

Process Reengineering

1. **Process reengineering** is described as "considering how things would be done if you could start all over from scratch." It comes from the process of taking apart an electronics product and designing a better version.
2. **Michael Hammer** coined the term as applied to organizations. Reengineering means management should start with a clean sheet of paper—rethinking and redesigning those processes by which the organization creates value and does work, ridding itself of operations that have become antiquated in the computer age.

Three key elements:

- Identifying an organization's distinctive competencies, assessing core processes, and reorganizing horizontally by process
 - a. Distinctive competencies define what it is that the organization is more superior at delivering than its competition.
 - b. Superior store locations, a more efficient distribution system, higher-quality products, more knowledgeable sales personnel, or superior technical support

- Core processes transform materials, capital, information, and labor into products and services that the customer values.
 - a. These range from strategic planning to after-sales customer support; management can determine to what degree each adds value.
 - b. Process value analysis typically uncovers a whole lot of activities that add little value.
- Reengineering requires management to reorganize around horizontal processes.
 - a. This means cross-functional and self-managed teams
 - b. It means focusing on processes rather than functions.
 - c. One of the goals of reengineering is to minimize the necessary amount of management.

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

Ref No: Time: 90 min
Marks: 69

Student Info	
StudentID:	
Center:	OPKST
ExamDate:	10 Aug 2010

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

Dissatisfaction expressed through active and constructive attempts to improve the conditions is called:

- ▶ Exit
- ▶ **Voice**

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- ▶ Loyalty
- ▶ Neglect

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

Relevant personal characteristics affecting perception of the perceiver are:

- ▶ Attitudes
- ▶ Interests
- ▶ Past experiences
- ▶ **All of the given options**

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

Hassan derives a great sense of belongingness, acceptance and friendship from his relationships

with his extended family. Which of Maslow's needs is Hassan fulfilling through these relationships?

- ▶ Self-actualization
- ▶ Esteem
- ▶ **Social**
- ▶ Physiological

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

Which of the following is the most likely explanation for the higher absentee rate of women in the workplace?

- ▶ Women tend to have more illnesses that keep them from work than do men
- ▶ **Traditionally, women have had the responsibility of caring for home and family**
- ▶ Women tend to be less satisfied with their jobs than men
- ▶ Women tend to work in jobs that have less flexible schedules than men do

Question No: 5 (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
- ▶ **More amount of time is required to make a decision**
- ▶ Increased acceptance & commitment due to voice in decisions
- ▶ Greater understanding due to involvement in decision stages

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

What result does groupshift have on the decisions a group makes?

- ▶ They are less effective
- ▶ **They are generally riskier**
- ▶ They are made more quickly
- ▶ They are objectively incorrect

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

Sumeera has been working in a packaging company for last ten years. She is the most senior employee of her department that's why her manager frequently relies on her judgment. Whenever manager goes out of city for work, he put Sumeera in charge because he knows she will handle work efficiently in his absence. What type of trust relationship is this?

- ▶ Reward-based trust
- ▶ **Knowledge-based trust**

- ▶ Identification-based trust
- ▶ Deterrence-based trust

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

Asad and Saad are working in a company. There occurs a conflict between the two due to different views on some decisions. Both are indulging in what type of conflict?

- ▶ **Interpersonal Conflict**
- ▶ Interorganizational Conflict
- ▶ Intergroup Conflict
- ▶ Person-role Conflict

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

A company redesigns the jobs of the workers in accounts receivables, so that instead of simply billing customers, they will also be responsible for following up on non-payment, liaising between customers and the departments billing them, and other related tasks. What term would best be used to describe these changes?

- ▶ Job rotation
- ▶ **Job enlargement**
- ▶ Job enrichment
- ▶ Job sharing

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

A business firm that has extensive international operations in more than one foreign country is an example of_____.

- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ National organization
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☒ **Multinational organization**
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Foreign organization
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ None of the given options

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

Which one of the following is *NOT* an example of regional economic alliances?

- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ European Union
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☒ **Democratic Union of Hungarians**
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ North American Free Trade Agreement
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Caribbean Community

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

Measuring performance, providing feedback and conducting progress review is called:

- [illegible]

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

Setting Goals, establishing and communicating elements and standards is called:

-
- ▶ Planning
- ▶ Developing
- ▶ Monitoring
- ▶ Leading

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

Sensitivity training is also called:

- ☒ Laboratory Training
☐ Z- Groups
☐ Focus Groups
☐ None of the given options

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

According to the career stage model, what are the four stages that people pass through in their careers?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Establishment, maintenance, subsistence, and withdrawal**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Establishment, maintenance, peak, and endowment
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Establishment, progression, advancement, and endowment
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Establishment, advancement, maintenance, and withdrawal

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

Performance evaluations are used as a mechanism for all of the following **EXCEPT**:

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Identifying training and development needs
☐ ☐ ☐ ☐ ☐ ☐ ☒ **Monitoring the success of marketing strategies**
☐ ☐ ☐ ☐ ☐ ☐ ☒ Determining promotions of employees
☐ ☐ ☐ ☐ ☐ ☐ ☒ Human resource planning

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

The primary or dominant values that are accepted throughout the organization are called:

- [illegible]

- □ □ □ □ □ ► □ Formalization
 □ □ □ □ □ □ ► **□ Core values**
 □ □ □ □ □ □ ► □ Cultural Liabilities

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

Which of the following is an example of change in the nature of the work force?

- [illegible]

P 127 Increasing cultural diversity of the workforce should provide benefits to organizations.

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

Which of the following refers to the network of personal and social relations that is developed spontaneously between people associated with each other?

- [illegible]

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

Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

- [illegible]

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

Which of the following is the ability to affect the perceptions, attitudes, or behaviors of others?

- [illegible]

- [illegible]

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

Job enlargement is largely a response to which of the following?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Decreases in productivity
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ A need to overcome the limitations of overspecialized work
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ **A need to re-engineer jobs due to an increase in the utilization of technology**
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ The disappointing affects of job rotation

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

The variability in interview results across an applicant pool is reduced by using a standardized_____.

- ▶□ Approach for recruiting applicants
- ▶□ Pool of applicants
- ■ ■ ■ ■ ■▶■ **Set of interview questions**
- ▶□ Time frame for scheduling interviews

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

ABC is a manufacturing company. R&D department suggested some changes in their product line. But employees of marketing department were reluctant in accepting this change. A meeting was held to remove the ambiguity and all pros and cons were discussed which resulted in better decision. In this case the resistance to change from the marketing department resulted in which of the following?

- [illegible]

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

Which of the following is the individual source of resistance to change?

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

Which of the following performance component is about addressing poor performance and improving good performance?

-
- □ □ □ □ □ ► □ Planning
 □ □ □ □ □ □ ► □ Monitoring
 □ □ □ □ □ □ ► □ Rewarding
 □ □ □ □ □ □ ► □ **Developing**

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

Which of the following system comprises the processes and activities involved in performance appraisals?

- [illegible]

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

All of the following are examples of indirect compensations **EXCEPT:**

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Breaks**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Bonuses**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Pensions**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Educational assistance**

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

Which of the following variables adversely affects organization's performance?

- [illegible]

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

_____ Mr. Imran has the ability to understand the emotional makeup of other people. He is exhibiting which of the following components of emotional intelligence?

- ▶ Self-awareness
- ▶ **Empathy**
- ▶ Handling relationship
- ▶ Managing emotions

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

Which of the following is an example of instrumental values?

- ▶ Politeness
- ▶ Recognition
- ▶ Achievement
- ▶ **Family security**

Question No: 41 (Marks: 1) - Please choose one

Mr. Ali is a top level manager at ABC Corporation. He has achieved everything he desired in his life. The only thing he misses is the relationships. At this point of career he really needs warm friendships. Identify the need of Mr. Ali.

- ▶ Need for achievement
- ▶ **Need for affiliation**
- ▶ Need for power
- ▶ Need for motivation

Question No: 42 (Marks: 1) - Please choose one

The management of Star Chemicals formed a team of employees responsible to arrange the maintenance, establish production targets and schedule the work. Moreover the members themselves take responsibility of work assigned to them. It is an example of which of the following types of teams?

- ▶ Task oriented team
- ▶ Problem solving team
- ▶ **Self managed teams**
- ▶ Cross functional team

Question No: 43 (Marks: 1) - Please choose one

The graphic portrayal of a two-dimensional view of leadership styles by Blake and Mouton is known as:

- ▶ Least preferred co-worker scale
- ▶ Leader-participation model
- ▶ Autocratic-democratic continuum
- ▶ **Managerial grid**

Question No: 44 (Marks: 1) - Please choose one

In a manufacturing organization supervisors and plant managers have which of the following type of authority?

- ▶ Line authority
- ▶ Functional authority
- ▶ **Staff authority**
- ▶ All of the given options

Question No: 45 (Marks: 1) - Please choose one

Naveed is relatively new employee and wants to make sure that he makes a good impression on his coworkers and supervisor. He agrees with the supervisor's opinion most of the time and is always doing nice things for him. Naveed is attempting to use:

- ▶ Political behavior
- ▶ Conflict management
- ▶ Fastidious behavior
- ▶ **Impression management**

Question No: 46 (Marks: 1) - Please choose one

The two parties A and B have a conflict and are unable to resolve it by themselves so they mutually agree to consult M. Zafer, an attorney and trusted friend, to help them informally to solve their problem. M. Zafer's role is that of a (n):

- ▶ **Mediator**
- ▶ Arbitrator
- ▶ Conciliator
- ▶ Consultant

Question No: 47 (Marks: 1) - Please choose one

All of the following are characteristics of the organic model **except:**

- ▶ Cross-functional teams
- ▶ **Narrow spans of control**
- ▶ Cross-hierarchical teams
- ▶ Employee discretion

Question No: 48 (Marks: 1) - Please choose one

The organizational external environment is composed of all of the following **EXCEPT:**

- ▶ The customers
- ▶ The government

- ▶ **The employees**
- ▶ Other organizations

Question No: 49 (Marks: 3)

A successful change requires a positive shift in people's attitudes and behaviors. Do you agree with this statement or not? Discuss.

Question No: 50 (Marks: 3)

Explain the networked global organization model.

Question No: 51 (Marks: 5)

Do you think Government rules and regulation influence the organizations' HR decisions? Explain.

Question No: 52 (Marks: 5)

What are the ingredients of Total Quality Management?

Question No: 53 (Marks: 5)

Explain the inter-group development technique for organizational development. How is it different from team building technique of OD?

**FINALTERM EXAMINATION
Spring 2010
MGT502- Organizational Behaviour (Session - 4)**

**Ref No: 1465868
Time: 90 min
Marks: 69**

Student Info	
StudentID:	
Center:	OPKST
ExamDate:	09 Aug 2010

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

Individuals having an intense desire to achieve, are extremely competitive, have a sense of urgency, are impatient and can be hostile, are called:

- ▶ Self Monitoring
- ▶ Self Esteemed
- ▶ **Type A personality**

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- ▶ Type B personality

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

Who is responsible to make decisions regarding production schedules, selection of new employees and pay increments?

- ▶ Non managerial employees
- ▶ Board of directors
- ▶ **Top level managers**
- ▶ Middle and lower level managers

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

equity theory, individuals assess the _____.

In

- ▶ Cost-benefit ratio
- ▶ Efficiency-effectiveness trade-off
- ▶ Quantity-quality trade-off
- ▶ **Outcome-input ratio**

P 59 Equity theory proposes that workers compare their own outcome/input ratio

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

Which of the following statements is true?

- ▶ **Older employees have lower rates of avoidable absence than younger workers**

P 17 In general, older employees have lower rates of avoidable absence

- ▶ 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: 5 (Marks: 1) - Please choose one

What result does group shift have on the decisions a group makes?

- ▶ They are less effective
- ▶ **They are generally riskier**
- ▶ They are made more quickly
- ▶ They are objectively incorrect

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

Which of the following statement best defines leadership?

- ▶ Implementing the strategy provided by management
- ▶ Least concerned in bringing organizational change
- ▶ Coordinating and handling day-to-day problems
- ▶ **The ability to influence a group in goal achievement**

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

During communication, which of the following initiates a message by encoding a thought?

- ▶ Receiver
- ▶ Channel
- ▶ **Sender**

P 94 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.

- ▶ Leader

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

Which of the following is the most effective communication network for facilitating the emergence of a leader?

- ▶ Chain
- ▶ All-channel
- ▶ **Wheel**
- ▶ Direct

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

Certain members of your team are unpredictable and unreliable. Your team most likely needs help with which dimension of trust?

- ▶ Integrity
- ▶ Competence
- ▶ **Consistency**

P 112 Consistency (reliability, predictability and good judgment in handling situations)

- ▶ Accountability

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

Computer specialist, tax accountants, economists and industrial psychologists possess which of the following power?

- ▶ Referent
- ▶ Information
- ▶ Formal
- ▶ **Expert**

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

Jafer comes to you with a request for funds for a project. He reminds you that company policy supports his position. He is using which of the following political tactic?

- ▶ Legitimacy
- ▶ Co-optation
- ▶ **Coalitions**

P 121 Build coalitions

1. Form around people inside and outside the organization
 2. Those believed important to person's position
- ▶ Consultation

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

The process by which individuals attempt to control the perceptions that others form of them is called:

- ▶ Impression management
- ▶ Information management
- ▶ Conflict management
- ▶ **Perception management**

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

Which of the following conflict supports the goals of the group and improves its performance?

- ▶ Formal
- ▶ Informal
- ▶ **Functional**

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- ▶ Dysfunctional

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

Which of the following is **NOT** a step in the negotiation process?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Definition of ground rules
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Clarification and justification
- ☒ ☒ ☒ ☒ ☒ ☒ ☒ **Process evaluation**
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Preparation and planning

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

Which of the following is **NOT** a common success criteria for any organizational structures?

- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Decentralized reporting
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ **High residual mass**
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Permanent monitoring
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Rapid response

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

When the organization's environment is uncertain, complex, and dynamic, the manager needs which of the following structure?

- [illegible]

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- □ □ □ □ □ □ ► □ **Functional**

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

_____ The combination of skills, knowledge, tools, machines, computers, and equipment that are used in the design, production, and distribution of goods and services is called _____.

- [illegible]

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

How do most employees react to job enlargement efforts?

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Unqualified approval

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

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

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

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

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

☐ ☐ ☐ ☐ ☒ ☐ ▶ **Asthma**

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

P 189 Behaviorally related stress symptoms include changes in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting, and sleep disorders.

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

□□□□□□▶ □ **Laboratory Training**

P 185 *Sensitivity training*

☐ ☐ ☐ ☐ ☐ ☐ ☒ Z- Groups

☐ ☐ ☐ ☐ ☐ ☐ ☒ Focus Groups

☐ ☐ ☐ ☐ ☐ ☐ ☒ None of the given options

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

☐ ☐ ☐ ☐ ☐ ☐ ☒ Interviews should be structured before any interview is conducted

☐ ☐ ☐ ☐ ☐ ☐ ☒ Interviewers should check an applicant's background data before conducting an interview

☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ Most interviewers wait until a candidate is leaving the interview before making a decision

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

☐ Behavior

☐ Traits

☒ Individual task outcomes

☐ None of the above

When there is some change in organization that is intentional and goal-oriented activity then it is called;

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Planned change**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Unplanned change**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Evolutionary change**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Revolutionary change**

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

Which of the following is a source of organizational resistance?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Structure and group inertia**
P 181
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ Unlimited focus of change
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ Support to power relationships
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ Support to resource allocations

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

The belief that “all human beings have equal rights” is a value statement and an example of which of the following component of an attitude?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Affective
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Cognitive
- ☒ ☒ ☒ ☒ ☒ ☒ ☒ Behavioral
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Behavior intension

Question No: 35 (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?

- [illegible]

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

In Maslow's hierarchy of needs, which term is used for the drive to become what one is capable of becoming?

- [illegible]

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

negotiation approach where each party seeks to maximize its resources is called:

- ☐ Integrative negotiation
☐ Distributive bargaining
☐ Spiral bargaining
☐ Collective bargaining

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

Environmental uncertainty exists when managers:

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Relax the constraints on product demand
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Attempt to simplify the general environment
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Attempt to stabilize the task environment
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Have difficulty predicting the impact of environmental factors**

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

of the following are examples of internal forces for change **EXCEPT:**

- [illegible]

P 177 in flow chart

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

Pakistan's Sport goods industry was accused of child labor due to which Pakistan had to bear huge losses in exports. This issue was highlighted due to which of the following factors?

- □ □ □ □ □ ▶ □ **International Standards**

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Globalization
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Ethics in organizations
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ All of the given options

PTCL has contracted with different recruiting agencies to provide human resource for its call centers. It is an example of which of the following?

- [illegible]

rotation, understudy assignments, apprenticeship and formal mentoring programs are examples of which of the following?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ **On the job training**
☐ ☐ ☐ ☐ ☐ ☐ ☒ **Off the job training**
☐ ☐ ☐ ☐ ☐ ☐ ☒ **Simulation training**
☐ ☐ ☐ ☐ ☐ ☐ ☒ **Vestibule training**

Which of the following determines requirements of organization conversion process?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Machinery, computers and human skills**
☐ ☐ ☐ ☐ ☐ ☐ ☒ Raw material and capital
☐ ☐ ☐ ☐ ☐ ☐ ☒ Finished products and services
☐ ☐ ☐ ☐ ☐ ☐ ☒ HR and information system

According to different studies which of the following tends to decrease with increased tenure?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Job satisfaction
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Productivity
- ☒ ☒ ☒ ☒ ☒ ☒ ☒ Absenteeism
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Raises and promotion

individual's capacity to perform the various tasks in a job is called _____.

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Ability**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Capacity**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Knowledge**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Experience**

Question No: 46 (Marks: 1) - Please choose one

Which of the following is correct about cultural differences in negotiation?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ In some cultures conflict never arise
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Some cultures draw out negotiations
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Some cultures never rely on facts
- ☒ ☒ ☒ ☒ ☒ ☒ ☒ ► ☒ **All of the given options**

Question No: 47 (Marks: 1) - Please choose one

of the following are characteristics of the organic model **except**:

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Cross-functional teams
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Narrow spans of control

P 144 in flow chart

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Cross-hierarchical teams
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Employee discretion

Question No: 48 (Marks: 1) - Please choose one

_____ If an organization confronts a situation with scarce resources, large amounts of change, and many competitors, the situation would be considered as which of the following?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ With strategic disadvantage
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Where profit will be easy to achieve
- ☒ ☒ ☒ ☒ ☒ ☒ ☒ **Of high environmental uncertainty**
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Where a task oriented leadership style is necessary

Question No: 49 (Marks: 3)

Explain the role of 360 degree feedback in the measurement of performance.

Question No: 50 (Marks: 3)

_____ A
successful change requires a positive shift in people's attitudes and behaviors. Do you agree with
this statement or not? Discuss.

Question No: 51 (Marks: 5)

Organizations are not isolated and closed system they are influenced by the things happening around. Summarize the effects of technology and competition on the organizational structure.

Question No: 52 (Marks: 5)

Why job specification is considered an important tool in selection process?

Question No: 53 (Marks: 5)

What are the ingredients of Total Quality Management?

FINAL TERM EXAMINATION
Spring 2010
MGT502- Organizational Behaviour (Session - 4)

Time: 90 min
Marks: 69

Student Info	
StudentID:	
Center:	OPKST
ExamDate:	08 Aug 2010

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

Ali usually goes for shopping, calls friends to come over, or arranges a party. He looks for meaning outside of himself. We can say that he is:

- ▶ Introvert
- ▶ **Extrovert**
- ▶ Emotional
- ▶ Open to experience

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

McClelland's theory of needs concentrates on which three needs?

- ▶ Power, acceptance and confirmation
- ▶ Affiliation, control and realization
- ▶ Achievement, realization and acceptance
- ▶ **Achievement, power and affiliation**

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

According to McClelland, individuals who have a desire to excel and to succeed are high in _____ need.

- ▶ Power
- ▶ **Achievement**
- ▶ Motivation
- ▶ Affiliation

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

Which of the following is the most likely explanation for the higher absentee rate of women in the workplace?

- ▶ Women tend to have more illnesses that keep them from work than do men
- ▶ **Traditionally, women have had the responsibility of caring for home and family**
- ▶ Women tend to be less satisfied with their jobs than men
- ▶ Women tend to work in jobs that have less flexible schedules than men do

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

Which of the following is one advantage of variable pay plans to management?

- ▶ **They turn fixed labor costs into variable labor costs**
- ▶ They turn low producers into high producers
- ▶ They turn slow employees into fast employees
- ▶ They turn high fixed costs into low fixed costs

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

Which of the following is an example of a piece-rate plan?

- ▶ Stock options
- ▶ **Rs20 for each unit produced**
- ▶ Productivity bonus
- ▶ Commission

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

Which of the following statement best defines leadership?

- ▶ Implementing the strategy provided by management
- ▶ Least concerned in bringing organizational change
- ▶ Coordinating and handling day-to-day problems
- ▶ **The ability to influence a group in goal achievement**

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

Which of the following are members of an organization with authority to influence other members to achieve organizational goals?

- ▶ **Formal leaders**
- ▶ Informal leaders
- ▶ Managers
- ▶ Followers

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

_____ The most fragile relationships are contained in which of the following types of trust?

- ▶ Reward
- ▶ **Deterrence**
- ▶ Knowledge
- ▶ Identification

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

Which of the following is least likely to create dependency?

- ▶ Scarcity of resources
- ▶ Non substitutability
- ▶ **Power legitimacy**
- ▶ Supply and demand

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

_____ The interactionist view of conflict proposes that functional conflict is:

- ▶ **Necessary for effective group performance**
- ▶ An indication of the group maturity level
- ▶ Always focused around relationships
- ▶ Make group members static and apathetic

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

assessing intentions, cooperativeness is the degree to which:

□□□□□□▶□ **One party attempts to satisfy the other's concerns**

Cooperativeness—“the degree to which one party attempts to satisfy the other party’s concerns.”

□ □ □ □ □ □ □ ► □ One party attempts to resolve conflict

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Both parties work toward a common goal

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ One party can empathize with the other

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

focus of relationships in distributive bargaining is:

[illegible]

□ □ □ □ □ □ □ ▶ □ The long term

□ □ □ □ □ □ ▶ □ **The short term**

□ □ □ □ □ □ □ ▶ □ Lose-lose

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

Which of the following is **NOT** a common success criteria for any organizational structures?

Decentralized reporting

□ □ □ □ □ □ □ ► □ **High residual mass**

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ Permanent monitoring

□ □ □ □ □ □ ▶ □ Rapid response

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

flatten organizations are considered to be:

□□□□□□□▶□ Small and narrow spans of control

□ □ □ □ □ □ □ ▶ □ **Large and wide spans of control**

□ □ □ □ □ □ ▶ □ Tight control and strict discipline

More focused expertise on a given area

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

You

have eliminated horizontal, vertical, and external barriers within your organization. You are operating as a/an:

▶ **Boundaryless organization**

- ▶ Organizational pyramid
- ▶ Matrix organization
- ▶ Virtual organization

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

Which of the given options is the expansion of job content to include a wider variety of the tasks and to increase the workers' responsibility for checking quality and direction for the method?

▶ **Job enlargement**

- ▶ Job rotation
- ▶ Job enrichment
- ▶ Job reengineering

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

Which of the following factors influence the OB in global organizations?

- ▶ Customers and work force
- ▶ Language and communication styles
- ▶ Differences in pay scales
- ▶ **All of the factors influence.**

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

_____ A manager is helping his subordinates to explore, and possibly resolve, personal problems. What is he doing?

▶ **Counseling**

To cooperate with subordinate

- ▶ Training
- ▶ Negotiating
- ▶ Coaching

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

_____ All of the following include behavioral symptoms of stress **EXCEPT:**

▶ **Asthma**

- ▶ Bad moods
- ▶ Being irritable
- ▶ Defensiveness

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

Learning how to be a better listener and how to be a more effective team player is example of which training?

- ▶ Financial
- ▶ Technical
- ▶ Problem solving
- ▶ **Interpersonal**

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

Which of the following statement is true regarding a dominant culture?

- ▶ The sum of an organization's subcultures
- ▶ Defined by the leader of an organization
- ▶ **Synonymous with an organization's culture**
- ▶ Likely to be a weak culture of an organization

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

strong culture can act as a substitute for which of the following?

A

- ▶ Institutionalization
- ▶ **Formalization**
- ▶ Socialization
- ▶ Organizational rules

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

of the following are examples of material symbols **EXCEPT:**

All

- ▶ Use of the company jet
- ▶ **New employee orientations**
- ▶ Luxury cars for executives
- ▶ Private parking spots

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

Looking for better way to stay is called:

- ▶ Reactive change
- ▶ **Anticipatory change**
- ▶ Radical Change
- ▶ Incremental Change

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

Which of the following is/are considered necessary for the development of Objectives?

- ▶ Measurable
- ▶ Realistic
- ▶ Time-based
- ▶ **All of the given options**

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

Productivity, job satisfaction and turnover are _____.

- ▶ Moderating variables
- ▶ **Dependent variables**
- ▶ Independent variables
- ▶ Continuous variables

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

_____ The relatively stable set of psychological attributes that distinguishes one person from another is called _____.

- ▶ Attitude
- ▶ **Personality**
- ▶ Perception
- ▶ Mind-set

Question No: 29 (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: 30 (Marks: 1) - Please choose one

Teams are very useful in which of the following situations?

- ▶ The work to be performed is very basic
- ▶ **The tasks are interrelated**
- ▶ No one wants to be accountable
- ▶ The group is homogeneous

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

Which of the following shows all people, positions, reporting relationships, and lines of formal communication in the organization?

- ▶ Objectives chart
- ▶ **Organizational chart**
- ▶ Position chart
- ▶ Pert chart

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

internal operations of an organization provide the framework for which type(s) of departmentalization?

The

- ▶ **Function and process**
- ▶ Function and market
- ▶ Product and customer
- ▶ Geographical and customer

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

Which of the following departmentalization is similar to functional departmentalization except that the focus is much more on specific jobs grouped according to activity?

- ▶ **Process departmentalization**
- ▶ Product departmentalization
- ▶ Geographic departmentalization
- ▶ Customer departmentalization

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

Organizational culture includes all of the following **EXCEPT**:

- ▶ A basis on individual perceptions
- ▶ Feelings that characterize life in the organization
- ▶ **Gain sharing plan**
- ▶ Reference to current situations in an organization

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

Which of the following is the organizational source of resistance to change?

- ▶ Fear of unknown
- ▶ Economic threat
- ▶ New social relationship
- ▶ **Threatened power**

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

Which of the following is the process of planned change and improvement of the organization through application of knowledge of the behavioral science?

- ▶ Organizational culture
- ▶ Organizational theory
- ▶ Organizational Change
- ▶ **Organizational Development**

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

Which of the following is the process in which data is gathered, analyzed, summarized and returned to those who generated them?

- ▶ Process Consultation
- ▶ **Survey feedback**
- ▶ Inter-group development
- ▶ Sensitivity Training

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

PTCL has contracted with different recruiting agencies to provide human resource for its call centers. It is an example of which of the following?

- ▶ Off shoring
- ▶ **Outsourcing**
- ▶ Job migration
- ▶ Geocentric

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

Usman and Awais are procurement engineers in ABC Corporation. Both have same experience and education. The responsibilities of both are same. But Usman is earning more because of the

personal relationships with their boss. Which of the following may be the reason of organizational stress for Awaiz?

- ▶ Salary
- ▶ Supervisor
- ▶ **Injustice**
- ▶ Safety

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

Today the world is facing severe type of recession. Due to which organizations have to downsize. This downsizing is causing which of the following organizational stress for employees?

- ▶ Salary
- ▶ Supervisor
- ▶ **Security**
- ▶ Safety

Question No: 41 (Marks: 1) - Please choose one

of the following are the key components of performance management cycle **EXCEPT:** All

- ▶ **Recruiting**
- ▶ Planning
- ▶ Monitoring
- ▶ Rewarding

Question No: 42 (Marks: 1) - Please choose one

rotation, understudy assignments, apprenticeship and formal mentoring programs are examples of which of the following? Job

- ▶ **On the job training**
- ▶ Off the job training
- ▶ Simulation training
- ▶ Vestibule training

Question No: 43 (Marks: 1) - Please choose one

Emotional Intelligence is important for which of the following positions?

- ▶ Daily wage worker
- ▶ Athlete
- ▶ Dentist
- ▶ **Manager**

Question No: 44 (Marks: 1) - Please choose one

Which of the following can be considered a method of social learning?

- ▶ Directories
- ▶ Purchase invoices
- ▶ **TV commercial**
- ▶ Work Manual

Question No: 45 (Marks: 1) - Please choose one

The administration of a College recommended Ayesha to be the member of college honor society for her excellent effort. Administration exhibited which of the following power over Ayesha?

- ▶ Legitimate
- ▶ Coercive
- ▶ **Reward**
- ▶ Personal

Question No: 46 (Marks: 1) - Please choose one

Naveed is relatively new employee and wants to make sure that he makes a good impression on his coworkers and supervisor. He agrees with the supervisor's opinion most of the time and is always doing nice things for him. Naveed is attempting to use:

- ▶ Political behavior
- ▶ Conflict management
- ▶ Fastidious behavior
- ▶ **Impression management**

Question No: 47 (Marks: 1) - Please choose one

In contrasting organizational culture with job satisfaction, organizational culture is a descriptive term, while job satisfaction is a _____ term.

- ▶ Reactive
- ▶ Affective
- ▶ **Evaluative**
- ▶ Deductive

Question No: 48 (Marks: 1) - Please choose one

Mr. Ali is a marketing manager of ABC Corporation. He asked MR. Usman, sales manager, to help him in a project and promised him that he will help him when he would need without bringing it into the notice of their supervisors. Both of them are involved in which of the following type of politics?

- ▶ Managing impression
- ▶ Controlling information
- ▶ **Cultivating networks**
- ▶ Creating obligation

Question No: 49 (Marks: 3)

How strong organizational cultures have great influence on the behavior of its employees?

Organizational cultures are learnt by stories, rituals, and handbook. But the intensity of the culture and the degree to follow it by employees depends upon the employee stage of satisfaction to the organization.

Normally satisfied employees try to follow and adopt organizational culture on them. But unsatisfied employees try to avoid as on where they can.

A strong organizational culture means every employee should follow and if not, negative reinforcement, or punishment will be applied upon him. Some organizations don't compromise on quality, customer satisfaction.

With this degree of how strong the organizational culture is employees have to follow it, otherwise they are ready for the reaction from the organization.

Question No: 50 (Marks: 3)

How ISO has impacted organizational behavior?

Products or services all over the world have some properties attached to them. The satisfaction they provide, against the resources paid, is called quality of the product. ISO tried to put some basic properties of the product, by which we can understand that the product, will provide the benefit at least the level of the quality prescribed.

The organizations which follow the standards provide by the ISO for their product and services are globally accepted. So in the current situation if any organization would like to introduce their product globally they have to follow some rules and regulation prescribed by ISO.

Quality can be achieved by applying some strict rules in the transformation process of the organization. And to follow these rules is the responsibility for everyone in the organization.

Edwerd Deming introduced the TQM (Total Quality Management) concept at organizational level. This quality management are the steps by following an organization produce quality products, and keep survival in the competitive world.

Question No: 51 (Marks: 5)

Discuss some of the important steps that management takes to review the performance of employees?

To measure the employee performance, mostly organizations use confidential report (CR) and appraisal form. Normally this CR or appraisal form filled by the immediate supervisor. The performance depends upon, Ability, Attitude, and personality.

Supervisor has to judge the personal traits, Learning ability, Strength, and response of the employee. And how much the employee is loyal to the organization.

Question No: 52 (Marks: 5)

Do you think structured interview reduces biases as compared to unstructured interview?

Structured interviews can definitely reduced biases, which is a normal human fault occurs during interviews.

An unstructured interview can not measure the candidate ability to job fit, interpersonal skills, and behavior.

Interviewer can make the following mistake.

Selective perception: Ability he is searching in the candidate can not be find in half an hour or one hour.

Halo effect: Interviewer can like or dislike any one thing of the candidate and the interviewee can be rejected or accepted through it.

Stereotyping: The interviewer can have the earlier knowledge about the group the interviewee belongs to.

Projection: He expected what is he in his mind about the candidate

Question No: 53 (Marks: 5)

Differentiate between job description and job specification.

Job description means how the task divided in jobs, this will answer, What to do, how to do. A complete set of series documented form is a job description.

While Job specification means what are the minimum qualification and experience, certification required to do this type of job.

**FINALTERM EXAMINATION
Spring 2010
MGT502- Organizational Behaviour (Session - 4)**

**Ref No: 1465893
Time: 90 min
Marks: 69**

Student Info	
StudentID:	MC090400471
Center:	OPKST
ExamDate:	13 Aug 2010

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

Which of the following are sources of shaping the attitudes?

- ▶ Heredity
- ▶ Observations
- ▶ Friends and co workers
- ▶ **All of the given option**

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

Decision makers construct simplified models that extract the essential features from problems without capturing all their complexity. That is, they operate within the confines of _____.

- ▶ Optimal decision making
- ▶ Intuitive decision making
- ▶ **Bounded rationality**

P 53

- ▶ Rationality

Question No: 3 (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

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

_____ The most well-known theory of motivation is Abraham Maslow’s _____.

- ▶ Theories x and y
- ▶ **Hierarchy of needs**
- ▶ Goal setting theory
- ▶ Equity theory

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

Which of the following is a direct monetary incentive given by the organizations to its employees?

- ▶ Promotion
- ▶ **Gain sharing**
- ▶ Flexible work hours
- ▶ Appreciation certificate

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

Group _____ is the shared belief that group members have about the ability of the group to achieve its goals and objectives.

- ▶ Status
- ▶ Performance

- ▶ Efficacy
- P 87
- ▶ Functioning

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

Teams generally have a(n) _____ impact on employee motivation.

- ▶ Inconsistent
- ▶ **Positive**
- ▶ Discouraging
- ▶ Neutral

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

_____ A
communication channel with greater channel richness is most likely to provide:

- ▶ Greater feedback density
- ▶ Greater filtering capability
- ▶ Greater perceptual wellness
- ▶ **Larger amounts of information**

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

_____ The
path-goal theory was developed by _____.

- ▶ **Robert House**
- P 109
- ▶ Fred Fiedler
 - ▶ Blake and Mouton
 - ▶ Vroom and Yetton

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

_____ The
type of leader who guides or motivates his/her followers in the direction of established goals by clarifying role and task requirements is known as:

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Transactional
 - ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Charismatic
 - ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ **Transformational**
- P 111
- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Transcendent

- P 132**

Which of the following term defines how job tasks are formally divided, grouped, and coordinated?

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

A

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

 Matrix structure
 Simple structure

P 151

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

company redesigns the jobs of the workers in accounts receivables, so that instead of simply billing customers, they will also be responsible for following up on non-payment, liaising between customers and the departments billing them, and other related tasks. What term would best be used to describe these changes?

A

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

enrichment increases the degree to which the worker controls:

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Horizontal integration of his or her tasks**

P 155

- ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Planning, execution and evaluation of company plans
- ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Planning, execution and evaluation of his or her work
- ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Feedback that a worker receives from his supervisor

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

Which one of the following can impact international business operations by its affect on business hours, holidays, and days of rest?

- [illegible]

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

A

manger is helping his subordinates to explore, and possibly resolve, personal problems. What is he doing?

- [illegible]

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

A11

of the following include behavioral symptoms of stress **EXCEPT:**

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Asthma**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Bad moods**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Being irritable**
☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Defensiveness**

Ceremonies

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

Transmission of which of the following is the primary purpose of socialization?

□□□□□□▶ □ **Core values to new members**

P 174 Socialization

- The process that helps new employees adapt to the organization's culture

□ □ □ □ □ □ □ ▶ □ Task demands

□□□□□□□▶ □Information associated with the realistic preview

☐ ☐ ☐ ☐ ☐ ☐ ☒ Information that allow future employees to master the job

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

Exchanging something of value for a lessening of resistance to change is best defined by which of the following tactics?

□ □ □ □ □ □ □ **►** □ **Conciliation**

□ □ □ □ □ □ ▶ **□ Negotiation**

□ □ □ □ □ □ □ ▶ □ Cooptation

□ □ □ □ □ □ □ ▶ □ Manipulation

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

Usman and Awais are procurement engineers in ABC Corporation. Both have same experience and education. The responsibilities of both are same. But Usman is earning more because of the personal relationships with their boss. Which of the following may be the reason of organizational stress for Awais?

□ □ □ □ □ □ □ ► □ Salary

□ □ □ □ □ □ ▶ □ Supervisor

□ □ □ □ □ □ □ ▶ □ **Injustice**

[illegible]

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

Which of the following system comprises the processes and activities involved in performance appraisals?

□□□□□□▶ □ **Performance management**

□ □ □ □ □ □ □ ► □ Quality management

[illegible][illegible]

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

rotation, understudy assignments, apprenticeship and formal mentoring programs are examples of which of the following?

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

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Speak in a Chamber of Commerce's meeting
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Hire a new Human Resource Manager for the company
- ☒ ☒ ☒ ☒ ☒ ☒ ☒ Inform subordinates about newly founded competitors
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Develop a new strategic five-year plan for the company

is calm, poised, and secure while his boss is more excitable, insecure, and reactive. Ali and his boss are different in which of the following personality trait?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Conscientiousness
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Agreeableness
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Extraversion
- ☒ ☒ ☒ ☒ ☒ ☒ ☒ ► ☒ Emotional Stability

P 35 in table

Question No: 39 (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?

- [illegible]

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

Which of the following is a structured approach to decision making that focuses on generating alternatives silently, prevents criticism of alternatives, and uses a voting process to identify group choices?

- ▶ Devil's advocacy
- ▶ The Delphi technique
- ▶ Dialectical inquiry
- ▶ **The nominal group**

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Question No: 41 (Marks: 1) - Please choose one

According to different studies which of the following tends to decrease with increased tenure?

- ▶ Job satisfaction
- ▶ Productivity
- ▶ **Absenteeism**
- ▶ Raises and promotion

Question No: 42 (Marks: 1) - Please choose one

_____ The degree to which people in a country accept that power in institution and organizations is distributed unequally is called:

- ▶ Terminal Values
- ▶ **Power Distance**
- ▶ Fairness
- ▶ Uncertainty Avoidance

Question No: 43 (Marks: 1) - Please choose one

_____ The intention to solve the problem by clarifying differences rather than by accommodating is termed as_____.

- ▶ Accommodating
- ▶ Competing
- ▶ **Collaborating**

P 126 *Collaborating*: When the parties to conflict each desire to fully satisfy the concerns of all parties. The intention is to solve the problem by clarifying differences rather than by accommodating.

- ▶ Compromising

Question No: 44 (Marks: 1) - Please choose one

_____ The Allied Bank of Pakistan decided to move its loan-processing work from headquarters to different branches of bank in order to avoid bottlenecks. This is an example of:

- ▶ **Specialization**

P 145 (Doubted)

- ▶ Formalization
- ▶ Decentralization
- ▶ Standardization

Question No: 45 (Marks: 1) - Please choose one

_____ Which one of the following involves lateral transfers that enable employees to work at different jobs?

- ▶ Job enlargement
- ▶ Job enrichment
- ▶ **Job rotation**
- ▶ Job enhancement

Question No: 46 (Marks: 1) - Please choose one

_____ In
contrasting organizational culture with job satisfaction, organizational culture is a descriptive term, while job satisfaction is a _____ term.

- ▶ Reactive
- ▶ Affective
- ▶ **Evaluative**
- ▶ Deductive

Question No: 47 (Marks: 1) - Please choose one

_____ All
of the following are examples of external forces for change **EXCEPT:**

- ▶ Changing work climate
- ▶ Technology
- ▶ Globalization
- ▶ **Ethical behavior**

Question No: 48 (Marks: 1) - Please choose one

Sania is working in an organization where she has to perform multiple tasks. She is forced to meet unrealistic targets and deadlines. Moreover her boss is very demanding and insensitive. Which of the following is the potential source of stress for Sania?

- ▶ Environmental factors
- ▶ **Organizational factors**
- ▶ Personal factors
- ▶ Technological factors

Question No: 49 (Marks: 3)

_____ What are the main outcomes of a job analysis process?

Question No: 50 (Marks: 3)

_____ How a high performance organization can exceed customers' expectations?

Question No: 51 (Marks: 5)

_____ What is the difference between centralization and decentralization?

Question No: 52 (Marks: 5)

Compare assessment phase and development phase of career development?

Question No: 53 (Marks: 5)

Performance management has transformed in last few years due to the changing environment. Compare the performance management system of past and present.

FINAL TERM EXAMINATION
Fall 2010
MGT502- Organizational Behavior (Session - 2)

Time: 120 min
Marks: 92

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

Question No: 2 (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**

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

Which of the following is defined as intellectual and mechanical processes used by an organization to transform inputs into products or services?

- ▶ Mechanism
- ▶ **Technology**
- ▶ Operational system
- ▶ Information system

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

Faizan, a supervisor, has to choose between two different suggestions offered by employees about work schedule. Which one of the following will be most suitable for Faizan?

- ▶ **Inductive reasoning**
- ▶ Spatial visualization
- ▶ Deductive reasoning
- ▶ Perception

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

According to the Big Five model; people having personality dimension of openness to experience are:

- ▶ Caring and dependable
- ▶ Flexible and risk taker
- ▶ **Outgoing and talkative**
- ▶ Tolerant and self-hearted

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

_____ The ability of a person to manipulate _____ his/her emotions according to a given situation is called _____.

- ▶ Emotional Intelligence
- ▶ **Emotional Constraints**
- ▶ Affective Emotions
- ▶ Cognitive dissonance

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

According to which of the following decision making model; people seek solutions that are satisfactory and sufficient?

- ▶ **Bounded Rational**
- ▶ Three Component Model
- ▶ Contingency
- ▶ Rational

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

When individuals compare their outcomes and inputs against those of others, the framework is _____.

- ▶ **Equity theory**

- ▶ Expectancy theory
- ▶ Reinforcement theory
- ▶ Two Factor theory

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

Which of the following is NOT a biographical characteristic?

- ▶ **Region**
- ▶ Age
- ▶ Sex
- ▶ Tenure

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

What does MBO provide for the individual employee?

- ▶ **Specific performance objectives**
- ▶ Precise job descriptions
- ▶ Clear direction and purpose
- ▶ Higher salaries

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

Which of the following groups is defined by the organization's structure?

- ▶ Informal
- ▶ Friendship
- ▶ Interest
- ▶ **Formal**

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

A team in which a significant amount of communication and interaction occurs electronically rather than face to face is referred to as:

- ▶ A research and development team
- ▶ A self-managed work team
- ▶ A problem solving team
- ▶ **A virtual team**

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

Which of the following are the two dimensions of leader behavior explained in the Ohio State studies?

- ▶ **Initiating structure and consideration**
- ▶ Employee-oriented and production-oriented
- ▶ Concern for people and concern for production
- ▶ Operant conditioning and classical conditioning

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

Which step determines whether understanding has been achieved during the communication process?

- ▶ Decoding
- ▶ **Feedback**
- ▶ Channel
- ▶ Encoding

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

Which of the following is **NOT** an example of upward communication?

- ▶ Informing employees of policies
- ▶ **Suggestion boxes**
- ▶ Grievance procedures
- ▶ A letter to your boss

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

Bilal tells his boss only what he believes the boss wants to hear. Bilal is engaging in:

- ▶ Filtering
- ▶ Defensiveness
- ▶ **Selective perception**
- ▶ Selective selection

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

Which of the following leadership model integrates the expectancy theory of motivation with the Ohio state Leadership research?

- ▶ **Contingency**
- ▶ Path-goal
- ▶ Leader-participation
- ▶ Cognitive arousal

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

The

transactional and transformational leadership should be viewed as:

- ▶ **Opposing approaches to accomplishing goals**
- ▶ Subcomponents of situational leadership
- ▶ Building blocks of charismatic leadership
- ▶ Cumulative forms of leadership

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

Which of the following is a feeling of devotion, duty, or attachment to somebody or something?

- ▶ Integrity
- ▶ Consistency
- ▶ **Loyalty**
- ▶ Reliability

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

The new manager-employee relationship is an example of which of the following type of trust?

- ▶ **Deterrence-based**
- ▶ Knowledge-based
- ▶ Identification-based
- ▶ Supposition-based

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

When a bank robber points a gun at a bank employee, which of the following is his base of power?

- ▶ **Coercive**
- ▶ Legitimate
- ▶ Positional
- ▶ Authoritative

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

Which of the following types of power requires acceptance of the leader's authority by members of the organization?

- ▶ Personal
- ▶ Organizational
- ▶ **Legitimate**
- ▶ Positional

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

Cricket stars influence people's choice of athletic shoes and cola drinks. People are admired due to which of the following power?

- ▶ **Referent**
- ▶ Expert
- ▶ Legitimate
- ▶ Personal

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

High job specialization can lead to which of the following type of conflict?

- ▶ Communication
- ▶ **Structural**
- ▶ Personal-variable
- ▶ Job-related

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

Which of the following is mostly likely to promote the success of mediation?

- ▶ High motivation of the disputing parties
- ▶ **Shared perceptions of the mediator as coercive**
- ▶ Shared perceptions of the mediator as biased
- ▶ Extensive experience of the mediator

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

Which of the following can be described as being loose in structure and a catalyst for open lines of communications throughout the organization which results in an increased flow of information?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Centralization
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☒ **Decentralization**
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Departmentalization
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Simple organizations

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

A tall, centralized hierarchy of authority and top-down communication and decision making are characteristics of which of the following organizational structures?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Organic structure
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Matrix structure
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Mechanistic structure
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Functional structure**

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

Plant Manager overseeing the functions of the Manager of Engineering, the Manager of Accounting, and the Manager of Manufacturing is an example of:

- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Product departmentalization
- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Geographical departmentalization
- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Functional departmentalization
- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☒ **Process departmentalization**

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

Which of the following statement is TRUE with regard to boundary less organizations?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ These organizations attempt to emulate simple structure
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ These remove the horizontal boundaries of management
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ These do not adopt participative decision making style
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Team members will be rewarded for mastering multiple skills

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

Which of the following are the forces that affect how an organization designs its structure?

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

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Reactive change

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Anticipatory change

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Radical Change

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☒ **Incremental Change**

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ **Planned change**

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Unplanned change

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Evolutionary change

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Revolutionary change

- ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Exploitation
- ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Cooptation
- ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Manipulation
- ☐ ☐ ☐ ☐ ☐ ☐ ► ☒ **Coercion**

☐ ☐ ☐ ☐ ☐ ☐ ☒ **Planning**

☐ ☐ ☐ ☐ ☐ ☐ ☒ **Organizing**

☐ ☐ ☐ ☐ ☐ ☐ ☒ **Leading**

☐ ☐ ☐ ☐ ☐ ☐ ☒ **Controlling**

Question No: 44 (Marks: 1) - Please choose one

Which emotions are the emotions an individual actually is experiencing, despite what they might apparently show?

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> Felt |
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| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> Conditional |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> Exposed |

Question No: 45 (Marks: 1) - Please choose one

The communication used by managers to provide job instructions is an example of:

- ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ **Downward communication**
- ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Lateral communication
- ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Directional communication
- ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Diagonal communication

Question No: 46 (Marks: 1) - Please choose one

_____ All
of the following are the examples of reward power **EXCEPT**:

- [illegible]

Question No: 47 (Marks: 1) - Please choose one

A person in the organization may have crucial information about a statistical breakthrough of great importance to the organization and its strategic marketing plan. This is an example of which of the following power?

- [illegible]

Question No: 48 (Marks: 1) - Please choose one

Keeping subordinates informed about company policies and the penalties for violating those policies is an example of using which of the following power?

- ☐ Referent
☐ Legitimate
☐ Expert
☐ Coercive

Question No: 49 (Marks: 1) - Please choose one

Which of the following best describes a leader?

- ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ **Being a leader also means being a manager**
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ Leaders can emerge from within a group
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ Leaders are appointed to their positions
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ ☐ Leaders influence others beyond the formal authority

Question No: 50 (Marks: 1) - Please choose one

Which of the following statements about gender difference in leadership is correct?

- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ **There is no difference in leadership on the basis of gender**
- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Women leaders are not good at negotiation
- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Men leaders seem to be more supportive and patient
- ☐ ☐ ☐ ☐ ☐ ☒ ▶ ☐ Women tend to adopt democratic leadership style

Question No: 51 (Marks: 1) - Please choose one

Which of the following is the system of task, reporting, and authority relationships within which the work of the organization is done?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Organizational goals
 - ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☒ **Organizational structure**
 - ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Organizational system
 - ☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ Organizational charts

Question No: 52 (Marks: 1) - Please choose one

Which of the following is the manner in which divided tasks are combined and allocated to work groups?

- ☐ ☐ ☐ ☐ ☐ ☒ Departmentalization
 - ☐ ☐ ☐ ☐ ☐ ☒ Specialization
 - ☐ ☐ ☐ ☐ ☐ ☒ Formalization
 - ☐ ☐ ☐ ☐ ☐ ☒ Standardization

Question No: 53 (Marks: 1) - Please choose one

Environmental uncertainty exists when managers:

- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Relax the constraints on product demand
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Attempt to simplify the general environment.
- ☐ ☐ ☐ ☐ ☐ ☐ ▶ ☐ Attempt to stabilize the task environment

☐ ☐ ☐ ☐ ☐ ☐ ☒ **Have difficulty predicting the impact of environmental factors**

Question No: 54 (Marks: 1) - Please choose one

The job design method aimed at increasing the motivational factors in a job is called:

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Job enrichment**

[illegible][illegible]

□ □ □ □ □ □ ▶ □ Cross-training

Question No: 55 (Marks: 1) - Please choose one

Which of the following selection technique is most commonly used worldwide?

[illegible]

□ □ □ □ □ □ ▶ □ **Interview**

☐ ☐ ☐ ☐ ☒ ☐ ☐ ☐ ▶ ☐ Background check

□□□□□□□▶□Performance-simulation tests

Question No: 56 (Marks: 1) - Please choose one

Website and internet is changing the way companies and individuals communicate. It is an example of which of the following forces for change?

□ □ □ □ □ □ □ ▶ □ People

□ □ □ □ □ □ ▶ □ **Technology**

□ □ □ □ □ □ ▶ □ Communication

◻ ◻ ◻ ◻ ◻ ◻ ◻ ▶ ◻ **Social**

Question No: 57 (Marks: 1) - Please choose one

_____ All
of the following are examples of internal forces for change **EXCEPT:**

□□□□□□▶ □Company Crisis

□□□□□□▶ □ Changing work climate

□ □ □ □ □ □ □ ► □ Declining effectiveness

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Globalization**

Question No: 58 (Marks: 1) - Please choose one

Which of the following is the individual source of resistance to change?

Question No: 63 (Marks: 1) - Please choose one

Which of the following performance management component is about acknowledging good performance?

-
- □ □ □ □ □ ► □ **Planning**
- □ □ □ □ □ ► □ **Monitoring**
- □ □ □ □ □ ► □ **Rewarding**
- □ □ □ □ □ ► □ **Rating**

Question No: 64 (Marks: 1) - Please choose one

Which of the following is NOT an HR's role in career development?

- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Taking career development initiatives
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Polishing leadership qualities
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ **Matching individual and organization needs**
- ☐ ☐ ☐ ☐ ☐ ☐ ☒ Identification of career opportunities

Question No: 65 (Marks: 3)

Who in organizations are responsible for managing change activities?

Question No: 66 (Marks: 5)

What can management do to create a more ethical culture within an organization?

Question No: 67 (Marks: 10)

Describe the advantages and disadvantages of External Change Agents.

Question No: 68 (Marks: 10)

Discuss the contemporary change issues managers are facing these days.

Final term 2010 (07-08-2010)
BY Farhan Sarwar Chaudery
Gujrat Campus

48 mcqs
2 Questions of three marks
3 Questions of 5 Marks

Jo mujh mcqs yaad thy wo main send kar raha hun.

- Structural inertia ►
- Threat to expertise ►
- Fear of unknown ►
- Threatened power ►

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ **The perceiver**

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ The timing

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ The context

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☐ The situation

- ▶ Results in a level of efforts put by a group
- ▶ Intensifies an individual's efforts from others
- ▶ **Guides an individual's efforts towards a goal**
- ▶ Meets an individual's needs, wants and demands

☐ ☐ ☐ ☐ ☒ ► ☐ Reward-based trust

☐ ☐ ☐ ☐ ☐ ☐ ☒ ► ☒ Knowledge-based trust

☐ ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Identification-based trust

☐ ☐ ☐ ☐ ☐ ☐ ☐ ► ☐ Deterrence-based trust

[illegible][illegible]

Your physician has advised you to take a series of medications. You comply because of her which of the following power?

- ▶ Formal
- ▶ **Expert**
- ▶ Referent
- ▶ Information

Which one of the following is consistent with a simple structure?

- High centralization** ▶
- High employee discretion ▶
- Standardization ▶
- Bureaucracy ▶

Essential elements of TQM include all **EXCEPT**:

- Analysis of customer quality ▶ needs
- Benchmarking ▶
- Rewarding** ▶
- Standards ▶

Which type of selection technique is given the most weight?

- Written test ▶
- Performance-simulation test ▶
- Electronic test ▶
- ▶ **Interview**

A strong culture can act as a substitute for which of the following?

- Institutionalization ▶
- ▶ **Formalization**
- Socialization ▶
- Organizational rules ▶

Which of the following states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully?

- Job description ▶
- Job specification** ▶
- Job evaluation ▶
- Job enrichment ▶

Which of the following is the individual source of resistance to change?

- Structural inertia ►
- Threat to expertise ►
- Fear of unknown ►
- Threatened power ►

Which of the following can be termed as organizational development program?

- Switching from manual to computerized ► system
- Technological change ►
- Total Quality Management ►
- Designing changes for other ► organization

Which of the following performance component is about addressing poor performance and improving good performance?

- Planning ►
- Monitoring ►
- Rewarding ►
- Developing ►

How demographic influence an organization to adopt change? Discuss Marks 3.

Written test is less fair and valid than interview. Describe it. 5 marks

Write three essential parts of high performed organization? 3 Marks

What is meant by organization Development? Describe core Value of organization Development. 5 marks

Performance management has transformed in last few year. Compare past and present Change. 5 Marks