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MGT502 Finalterm Papers...12 Papers Solved..

By Armaan Makhani

FINALTERM EXAMINATION

Spring 2010

MGT502- Organizational Behaviour (Session - 4)

Time: 90 min

Marks: 69

Question No: 1 (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 pg 8

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

Which of the following is NOT a component of attitude?

- ▶ Cognition
- ▶ Affect
- ▶ Behavior
- ▶ Myths

Three components of an attitude:

- Cognition
- Affect
- Behavior

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

Why is decision making a perceptual issue?

- ▶ Decision making is generally by consensus
- ▶ Decision making occurs as a reaction to a problem
- ▶ There may be more than one way to solve a problem
- ▶ For a decision, a problem must be perceived to exist

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

What sort of plan is a company-established benefit plan where employees acquire stock as part of their benefits?

- ▶ MBO program
- ▶ Gain sharing plan

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- ▶ Employee stock ownership plan
- ▶ Piece-rate plan

Question No: 5 (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
- The three primary factors that differentiate virtual teams
- a. The absence of Para-verbal and nonverbal cues. These help clarify communication by providing increased meaning, but aren't available in online interactions.
 - b. Limited social context. Virtual teams often suffer from less social rapport and less direct interaction among members.
 - c. The ability to overcome time and space constraints. Virtual teams allow people to work together who might otherwise never be able to collaborate.

Question No: 6 (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: 7 (Marks: 1) - Please choose one

Which function of communication transmits the data necessary for decision-making?

- ▶ Emotional expression
- ▶ Information pg 94
- ▶ Control
- ▶ Motivation

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

Which of the following is **most** likely to affect the building of trust within a relationship?

- ▶ Integrity
- ▶ Loyalty
- ▶ Consistency
- ▶ Openness

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

The characteristics of inevitability and good judgment in handling situations make up which of the following dimension of trust?

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

Integrity (honesty and truthfulness)

- Competence (technical/interpersonal)
- Consistency (reliability, predictability and good judgment in handling situations)
- Loyalty (willingness to protect and save face for a person)
- Openness (willingness to share ideas and information freely)

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

Formal power can arise out of which of the following?

- ▶ Formal authority
- ▶ Control of information
- ▶ Ability to coerce or reward
- ▶ **All of the given options**

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**
- ▶ Consultation

Build coalitions

- ☐ Form around people inside and outside the organization
- ☐ Those believed important to person's position

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

There are several things that can assist a large organization to decentralize, including:

- ▶ Increasing complexity of the organization
- ▶ Specialization of products/market/technology
- ▶ Adding more senior managers
- ▶ Becoming less formal in design and procedures

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

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Which one of the following dichotomies of organizational structure specifically defines where decisions are made?

- ▶ Complexity/simplicity
- ▶ Specialization/enlargement
- ▶ Formalization/in formalization
- ▶ Centralization/decentralization

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

Which of the following would be an example of an organization split up functionally?

- ▶ A computer company divides its employees according to the manufacturing, sales, customer service, and product development.
- ▶ A department store divides its employees by Southern, Western, Eastern and Northern regions
- ▶ An office supply store divides its employees according to individual customer services and corporate customer services.
- ▶ A car company divides its employees into car models. Employees are responsible for development, marketing, and sales.

Question No: 15 (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: 16 (Marks: 1) - Please choose one

How do most employees react to job enlargement efforts?

- ▶ Unqualified approval
- ▶ Somewhat enthusiastically

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- ▶ With a lack of enthusiasm
- ▶ The reaction tends to be mixed

Question No: 17 (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

Regional economic alliances

- European Union (EU).
- North American Free Trade Agreement (NAFTA).
- Caribbean Community (CARICOM).
- Asia-Pacific Economic Co-operation Forum (APEC).

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

Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills is called _____.

- ▶ Soft skills
- ▶ Hard skills
- ▶ Technical skills
- ▶ None of the given options

Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills.

Soft skills, sometimes known as "people skills," are personal attributes that enhance an individual's interactions, job performance and career prospects. Unlike hard skills, which tend to be specific to a certain type of task or activity, soft skills are broadly applicable.

Soft skills are sometimes broken down into personal attributes, such as:

- optimism
- common sense
- responsibility
- a sense of humor
- integrity
- time-management
- Motivation.

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
- ▶ Training
- ▶ Negotiating
- ▶ Coaching

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Make performance expectations and priorities clear.

- Help employees to solve problems.
- Teach new skills.
- Promote growth and development.
- Give constructive feedback.
- Give ongoing positive recognition.
- Hold employee accountable.

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

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

- ▶ Planning
- ▶ Developing
- ▶ **Monitoring** pg 198
- ▶ Leading

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

----- is a management strategy aimed at embedding awareness of quality in all organizational processes.

- ▶ Development
- ▶ Standards
- ▶ Benchmarking
- ▶ **TQM**

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

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

- ▶ **Asthma** (reference is a long term physical symptoms)
- ▶ Bad moods
- ▶ Being irritable
- ▶ Defensiveness

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

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- Changing work habits
- Increased absenteeism
- Neglect of personal appearance

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

Introducing new equipment tools or operating methods are examples of change in:

- ▶ People
 - ▶ Strategies
 - ▶ Technology
 - ▶ Structure
- Technology**

Competitive factors or innovations within an industry often require change agents to introduce new equipment, tools, or operating methods.

Physical Settings

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

Human Resource Manager in an organization possesses _____.

- ▶ Top level authority
- ▶ Middle level authority
- ▶ Staff authority
- ▶ Line authority

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

Which of the following best describes HRM activities ?

- ▶ Hiring, selecting and training people
- ▶ Hiring, selecting and firing people
- ▶ Hiring, motivating and retaining people
- ▶ Recruiting, preparing, stimulating and retaining people pg 157

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

Supervisor rates Huma, who is an average worker as “excellent” on all of her performance evaluations. What rating error you can identify?

- ▶ Leniency error
- ▶ Central tendency
- ▶ Similarity error
- ▶ Single criterion

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

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

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

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

Most important elements in managing culture include all EXCEPT:

- ▶ What leaders pay attention to
- ▶ How leaders react to crises
- ▶ How leaders behave
- ▶ What leaders think about work

What leaders pay attention to

- How leaders react to crises
- How leaders behave
- How leaders allocate rewards
- How leaders hire and fire individuals

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

All of the following are factors that serve to sustain organizational cultures EXCEPT:

- ▶ Selection
- ▶ Orientation
- ▶ Socialization
- ▶ Economy

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

The managers can correct poor performance of employees by using which of the following technique?

- ▶ Recognition & Appreciation
- ▶ Job Enlargement / Enrichment
- ▶ Advancement
- ▶ Establish the social contract pg 201

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

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Which of the following type of questionnaire is used in collecting job analysis information?

- ▶ Structured
- ▶ Unstructured
- ▶ Both structured and unstructured
- ▶ None of the given options

Structured or unstructured questionnaires may be used to obtain job analysis information

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

Which of the following is least likely to be considered an outcome of job satisfaction?

- ▶ Performance
- ▶ Absenteeism/turnover
- ▶ Professional jealousy
- ▶ Organizational citizenship behavior

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

In general, how do leaders exercise legitimate power?

- ▶ Issuing formal requests
- ▶ Maintaining credibility
- ▶ Making requests in a demanding tone
- ▶ Keeping aware of subordinates' actions

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

The conflict that occurs between a company and a union during a strike is:

- ▶ Interpersonal
- ▶ Intergroup
- ▶ Interorganizational
- ▶ Intragroup

Interorganizational Conflict - conflict that occurs between two or more organizations

Intergroup Conflict - conflict that occurs between groups or teams in an organization

Interpersonal Conflict - conflict that occurs between two or more individuals

Intrapersonal Conflict - conflict that occurs within an individual

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

Which approach to conflict management would be most appropriate for a culture that values collectivism?

- ▶ Competing
- ▶ Avoiding
- ▶ Accommodating
- ▶ **Collaboration**

Question No: 36 (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
- ▶ **Fixed investment**

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

The CEO of ABC manufacturer is not satisfied with the sales of his products. He has decided to operate in international market to earn the targeted sales. What can be the possible reason of this expansion?

- ▶ To work with untrained labor
- ▶ To avoid cultural diversity
- ▶ **To acquire resources**
- ▶ To work under poor working conditions

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 criteria are most important for organizations regarding performance appraisal?

- ▶ Traits
- ▶ Individual task outcomes
- ▶ Behavior
- ▶ **Attitude**

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

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Hamza is a marketing manager in an organization. He was highly rated by his supervisor because he always volunteers himself for extra duties and is famous for attaining very few leaves. Identify the criteria on which his performance has been evaluated.

- ▶ Traits
- ▶ Individual task outcomes
- ▶ Behavior
- ▶ Lean work habit

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

Which of the following is the input of a System Approach?

- ▶ Products
- ▶ Profits
- ▶ Managerial Skills
- ▶ Services

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

Which of the following is an example of terminal value?

- ▶ Self control
- ▶ Ambition
- ▶ Politeness
- ▶ Inner harmony

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

In TL Corporation, wearing jeans in production department is considered as appropriate but not perceived suitable for marketing or legal department. Which of the following factor is influencing the perception in this example?

- ▶ Perceiver
- ▶ Target
- ▶ Situation
- ▶ Context

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

Mr. Usman is working in a temporary team that highlights specific problems in the workplace. This team can be called as:

- ▶ Quality circle
- ▶ Product development team
- ▶ Virtual teams
- ▶ Problem-solving team

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

Which of the following statement is TRUE regarding trait theories?

- ▶ Fit traits to various situations
- ▶ Emphasize the situation in classifying approaches to leadership
- ▶ **Suggest leaders are born and not made**
- ▶ Focus on leaders physical attributes, personality, and abilities

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

Which type of team meets to discuss ways to improve quality, efficiency, and the work environment?

- ▶ Self-managed
- ▶ Virtual
- ▶ **Problem-solving** pg 88
- ▶ Cross-functional

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

Mr. Ali is a finance manager in an organization. He works overtime to finish a task because he is very committed to his work. On the other hand he also wishes to leave on time because he has many responsibilities towards his family. He is facing which of the following conflict?

- ▶ Inter-role Conflict
- ▶ Intrapersonal Conflict
- ▶ Intra-role Conflict
- ▶ **Interpersonal Conflict**

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

Ahmed is an auto worker, he installs tail-lights one week and windshields on the next week. It is an example of which of the following work redesign options?

- ▶ Job enlargement
- ▶ **Job enrichment**
- ▶ Job rotation
- ▶ Job specification

Question No: 49 (Marks: 3)

Describe the circumstances under which an organization should change its culture.

Question No: 50 (Marks: 3)

What are the three essential parts of the high performing organizations?

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Question No: 51 (Marks: 5)

The more routine the technology, the more mechanistic the organization should be. Do you agree with this statement? Explain.

Question No: 52 (Marks: 5)

TQM has gained great importance in today's organizations. Explain the essential elements of TQM.

Question No: 53 (Marks: 5)

Story telling has become an increasingly important way for organizations to transmit important values. Do you agree or not? Discuss.

Paper 2

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.

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

Structural inertia

Threat to expertise

Fear of unknown

Threatened power/wrong

Two people see the same thing at the same time yet interpret it differently. Who is responsible for this difference?

▶ The perceiver

▶ The timing

▶ The context

▶ The situation

Which of the following statement **best** describes “motivation?”

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- ▶ 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

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 pg 112**
- ▶ Identification-based trust
- ▶ Deterrence-based trust

Which bargaining strategy is preferable for use in intra-organizational behavior?

- ▶ Positive negotiation
- ▶ Distributive bargaining
- ▶ **Integrative bargaining**
- ▶ Equal bargaining

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

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

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 pg 151

High employee discretion

Standardization

Bureaucracy

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

Analysis of customer quality ► needs

Benchmarking ►

Rewarding ►

Standards ►

Essential Elements of TQM

- A supportive organizational culture
- Management commitment and leadership
- Provide a sense of direction
- Analysis of customer quality needs
- Benchmarking
- Standards
- Strategies to close quality gaps
- Training
- Quality teams
- Progress monitoring and measurement
- Exceeding customer expectations

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?

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Structural inertia ▶
Threat to expertise ▶
Fear of unknown ▶
Threatened power ▶ wrong

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

Paper 3

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

Time: 90 min
Marks: 69

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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

Refers to the tendency to be sociable, friendly, and expressive

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** pg 63

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

three needs include the need for achievement, which is the drive to excel, to achieve in relation to a set of standards, and to strive to succeed

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

The logical explanation: cultural expectation that has historically placed home and family responsibilities on the woman.

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

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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 pg 72**
- ▶ 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

Formal

leaders are members of an organization with authority to influence other members to achieve organizational goals.

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

In assessing intentions, cooperativeness is the degree to which:

- ▶ One party attempts to satisfy the other'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

The focus of relationships in distributive bargaining is:

- ▶ Accommodation
- ▶ The long term
- ▶ **The short term** pg 298 below link
- ▶ Lose-lose

http://books.google.com.pk/books?id=YqOEiC9J5n4C&pg=PA298&lpg=PA298&dq=The+focus+of+relationships+in+distributive+bargaining+is:&source=bl&ots=JFgtE1tTFU&sig=rvzjV6wzOaHr3iXOhjHzScLIhNs&hl=en&ei=poJSTaDVMcOs8A0O2oCjCw&sa=X&oi=book_result&ct=result&resnum=3&ved=0CCYQ6AEwAg#v=onepage&q=The%20focus%20of%20relationships%20in%20distributive%20bargaining%20is%3A&f=false

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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

The 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

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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
- ▶ 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

A dominant culture expresses the core values that are shared by a majority:

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- An organization's culture is its dominant culture.
- This macro view of culture that gives an organization its distinct personality.

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

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

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

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

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

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

Pg 173

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

Looking for better way to stay is called:

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

Anticipatory Change:

- Looking for better ways to stay ●
- Ahead of the competition.

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

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- ▶ 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

Personality

“The relatively stable set of psychological attributes that distinguish one person from another

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** pg 100
- ▶ Position chart
- ▶ Pert chart

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

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

► **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** wrong
- 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

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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 Awaiz 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

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

- ▶ **Recruiting** pg 198
- ▶ Planning

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- ▶ Monitoring
- ▶ Rewarding

Question No: 42 (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: 43 (Marks: 1) - Please choose one

Emotional Intelligence is important for which of the following positions?

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

Emotional intelligence is important for managers and people in leadership positions who must understand how others feel and manage these feelings

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:

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- ▶ 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

Organizational culture is descriptive, while job satisfaction is evaluative.

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

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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.

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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

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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.

Paper 4

FINALTERM EXAMINATION

Spring 2010

MGT502- Organizational Behaviour (Session - 4)

Ref No:

Time: 90 min

Marks: 69

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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

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

The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations.

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 pg 48
- ▶ 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
- ▶ She won't relocate for a promotion, since women don't relocate

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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**
- ▶ 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**
- ▶ 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

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- ▶ 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**
- ▶ 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** pg 124
- ▶ 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

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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**
- ▶ 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

Organizational structure defines how job tasks are formally divided, grouped, and coordinated

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

Which of the following organizational design superimposes product or project based design on existing function-based design?

- ▶ **Matrix Structure**
- ▶ Functional Structure
- ▶ Divisional Structure
- ▶ Holding structure

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

Giving workers more control over how a task is to be completed often leads to job enrichment because:

- ▶ Workers can think out their own way of tackling the task
- ▶ Change their pattern of working when they want
- ▶ Feel more responsible for achieving the end product
- ▶ All of the given options

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

Which one of the following best describes the process of interaction and integration among the people, companies, and governments of different nations, driven by international trade and investment and aided by information technology?

- ▶ Reengineering
- ▶ Globalization
- ▶ Encroachment
- ▶ IT-Era

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

Implementing ISO often gives the following advantages *EXCEPT*:

- ▶ Create a more efficient, effective operation
- ▶ Increase customer satisfaction and retention
- ▶ Reduce international trade
- ▶ Reduce waste and increases productivity

Question No: 23 (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: 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

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▶ Network career path

▶ Lateral skill path

▶ Dual career path 166

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

▶ Development phase

▶ Decline phase

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

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 21

▶ Knowledge, skills and abilities

▶ Tasks, incentives and rewards

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

Responding to changes in external or internal environment is called:

▶ Incremental Change

▶ Anticipatory change

▶ Radical Change

▶ Reactive change

Reactive Change:

- Responding to changes in the external or internal environment.
- **Anticipatory Change:**
 - Looking for better ways to stay
 - Ahead of the competition.

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

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

▶ Technology

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- ▶ Social trends
- ▶ Economic shocks
- ▶ Decreasing skill sets

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

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

- ▶ Verbal comprehension
- ▶ Non verbal comprehension
- ▶ Perceptual speed
- ▶ Memory

Question No: 30 (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: 31 (Marks: 1) - Please choose one

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

- ▶ Formalized
- ▶ Efficient
- ▶ Specialized
- ▶ Decentralized

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
- ▶ 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

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- ▶ 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?

- ▶ Structural inertia
- ▶ Threat to expertise
- ▶ Economic threat
- ▶ Threatened power

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

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
- ▶ 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
- ▶ 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

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- ▶ 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

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
- ▶ Bonuses
- ▶ 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?

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- ▶ 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
- ▶ Fairness
- ▶ Uncertainty Avoidance

Power distance

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

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 107

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

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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: 49 (Marks: 3)

What is the purpose of conducting the job analysis?

Solution:-

Job Analysis is used to show the *relatedness* of employment procedures used by the employer. The procedures supported by job analysis include:

- ☐ Training
- ☐ Personnel Selection
- ☐ Job Evaluation, and
- ☐ Performance Appraisal

Question No: 50 (Marks: 3)

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

Solution:-

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

For more Visit

http://human-resources-management.suite101.com/article.cfm/the_360_degree_feedback_system

Question No: 51 (Marks: 5)

How the stress can be recognized?

Solution:-

Recognizing Stress

Short-term physical symptoms

- Faster heart beat
- Increased sweating
- Cool skin

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- Cold hands and feet
- Feelings of nausea, or 'Butterflies in stomach'
- Rapid Breathing
- Tense Muscles
- Dry Mouth
- A desire to urinate
- Diarrhea

Long-term Physical Symptoms

- Change in appetite
- Frequent colds
- Illnesses such as:
 - Asthma
 - Back pain
 - Digestive problems
 - Headaches
 - Aches and pains
- 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

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- 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.

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)

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When the organizations opt for the process reengineering?

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.

Paper 5

FINAL TERM EXAMINATION

Fall 2009

MGT502- Organizational Behaviour (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

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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

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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** 53
- ▶ 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
- Age
- Gender
 - Marital status
 - Length of service

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

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

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

- ▶ Informal
- ▶ Friendship
- ▶ Interest
- ▶ **Formal** 80

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

They narrowed over a thousand dimensions into two dimensions-initiating structure and consideration.

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

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- ▶ 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** 109
- ▶ 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

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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?

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- ▶ 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

A 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

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▶ Functional departmentalization

▶ Process departmentalization

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

Which of the following statement is TRUE with regard to boundaryless 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?

▶ Suppliers, competitors, job design

▶ Suppliers, job design, customers

▶ Environment, economic forces, competitors

▶ Environment, technology, and human resources

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

Giving workers more control over how a task is to be completed often leads to job enrichment because:

▶ Workers can think out their own way of tackling the task

▶ Change their pattern of working when they want

▶ Feel more responsible for achieving the end product

▶ All of the given options

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

Which of the following characterizes non-routine or complicated technologies?

▶ High task variety and high task analyzability

▶ Low task variety and high task analyzability

▶ Low task variety and Low task analyzability

▶ High task variety and low task analyzability

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

When the people are asked to envision the organization in five years and to describe what is different is called:

▶ Discovery

▶ Dreaming

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- ▶ Design
- ▶ Destiny

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

In practice, organizations use interviews _____.

- ▶ **To determine applicant-organization fit**
- ▶ Solely to assess specific, job relevant skills
- ▶ To manipulate an applicant's image of the company
- ▶ To assess a candidate's credit history

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

All of the following are operational activities of HR EXCEPT _____ which is a strategic activity.

- ▶ Analyzing HR metrics and measurements
- ▶ Recruiting and selecting employees
- ▶ **Responding to goals and objectives set by executives**
- ▶ Complying with laws, policies, and procedures

Question No: 36 (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**
- ▶ Knowledge, skills and abilities
- ▶ Tasks, incentives and rewards

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

Cultures within an organization, typically defined by department designations and geographical separation are called:

- ▶ **Multi cultures**
- ▶ National Cultures
- ▶ Dominant Cultures
- ▶ **Subcultures**

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

Which characteristic is **NOT** reflective of subcultures?

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- ▶ Includes core values of the organization
- ▶ Typically defined by department designations
- ▶ Includes values shared only within the organization
- ▶ Includes values unique to members of a department or group

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

Consistency of behavior is an asset to an organization when it faces which of the following?

- ▶ Massive changes
- ▶ A dynamic environment
- ▶ An unknown environment
- ▶ A stable environment

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

Looking for better way to stay is called:

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

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

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: 42 (Marks: 1) - Please choose one

Which of the following technique refer to the application of direct threats or force upon resisters?

- ▶ Exploitation
- ▶ Cooptation
- ▶ Manipulation

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▶ **Coercion**

Question No: 43 (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

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

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

▶ **Felt pg39**

- ▶ Displayed
- ▶ Conditional
- ▶ 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**:

- ▶ Pay
- ▶ Work assignments
- ▶ Promotion
- ▶ **Transfer**

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?

- ▶ Referent

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- ▶ Legitimate
- ▶ Reward
- ▶ **Expert**

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**

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- ▶ 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**
- ▶ Job enlargement
- ▶ Job rotation
- ▶ Cross-training

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

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

- ▶ Work sample test
- ▶ **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**

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

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

- ▶ Structural inertia
- ▶ Threat to expertise
- ▶ Dislike of change agent
- ▶ Threatened power

Question No: 59 (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: 60 (Marks: 1) - Please choose one

Few years earlier there was a huge market of Window Air conditioner in Pakistan. Now split air conditioners have replaced window AC. This change occurred due to which of the following driving forces of change?

- ▶ Changing values
- ▶ Changing nature of workforce
- ▶ Knowledge explosion
- ▶ Rapid product obsolescence

Question No: 61 (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: 62 (Marks: 1) - Please choose one

Textile industry of Pakistan is facing huge losses due to the downfall of electricity. These conditions are causing great stress among the employees and owners of textile mills. Which of the following is the potential source of stress in this scenario?

- ▶ Economic uncertainty
- ▶ Technological change
- ▶ Political uncertainty

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▶ Task demand

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.

Paper 6

FINAL TERM EXAMINATION
Fall 2009
MGT502- Organizational Behaviour (Session - 3)

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

The lowest level positions require _____ skills but as you move up _____ skills are more required.

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- ▶ Conceptual, Technical
- ▶ **Technical, Conceptual**
- ▶ Human, Conceptual
- ▶ Human, Technical

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

Mr. Hassan, Professor of Mathematics, when he starts teaching about a concept, he praises any answer that is close to the right answer. This is an example of which of the following learning theory?

- ▶ Classical conditioning
- ▶ **Operant conditioning**
- ▶ Social learning
- ▶ Contemporary theory

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

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

- ▶ Classroom
- ▶ Workshop
- ▶ **TV commercial**
- ▶ Work Manual

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

“Smoking is injurious to health”. This statement is an example of which one of the following components of attitude?

- ▶ Cognitive
- ▶ **Affective**
- ▶ Behavioral
- ▶ Behavior intension

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

Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

- ▶ It shows consensus
- ▶ It shows similarity
- ▶ It shows reliability
- ▶ **It shows consistency**

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

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Which of the following statement best describes “motivation?”

- ▶ 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

Question No: 7 (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**

Question No: 8 (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: 9 (Marks: 1) - Please choose one

Who developed ERG theory?

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

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

What continuum in the two-factor theory is made up of the hygiene factors?

- ▶ No dissatisfaction to dissatisfaction
- ▶ No dissatisfaction to satisfaction
- ▶ **Satisfaction to no satisfaction**
- ▶ Satisfaction to dissatisfaction

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

All of the following are problem solving techniques EXCEPT:

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- ▶ Consensus
- ▶ Brainstorming
- ▶ Nominal Group Techniques
- ▶ **Synergy**

Consensus presenting opinions and gaining agreement to support a decision

- Brainstorming process to generate a quantity of ideas
- Nominal Group Technique process to generate ideas and evaluate solutions
- Delphi Technique process to generate ideas from physically dispersed experts
- Computer-Aided Decision Making

Question No: 12 (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: 13 (Marks: 1) - Please choose one

According to the University of Michigan studies, which of the following is used to define a leader who takes personal interest in the needs of his/her subordinates?

- ▶ Situation-oriented
- ▶ **Employee-oriented**
- ▶ Production- oriented
- ▶ Task-oriented

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

According to the Managerial Grid, managers perform **best** using which of the following styles?

- ▶ **9, 9**
- ▶ 9, 1
- ▶ 1, 9
- ▶ 5, 5

Question No: 15 (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

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

Suggestion boxes, employee attitude surveys, and grievance procedures are examples of:

- ▶ Downward communication
- ▶ Horizontal communication
- ▶ **Upward communication**
- ▶ Lateral communication

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

Asif is the manager of a petroleum company. He lets the employees know what is expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks. He observes which of the following leadership style?

- ▶ Supportive
- ▶ Participative
- ▶ **Directive**
- ▶ Achievement-oriented

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

Which of the following is NOT true of charismatic leaders?

- ▶ They have ability to articulate their vision
- ▶ They have behavior that is unconventional
- ▶ **They are unwilling to take high personal risk**
- ▶ They have high self belief and exhibit determination

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

Trust and trustworthiness affect a leader's access to:

- ▶ Dedication and achievement
- ▶ Persuasion and control
- ▶ Power and influence
- ▶ **Knowledge and cooperation**

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

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

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

Question No: 21 (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
- ▶ Defensive behavior
- ▶ Fastidious behavior
- ▶ **Impression management**

Question No: 22 (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**
- ▶ Intrarole Conflict

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

In which stage of the conflict process does conflict become visible?

- ▶ Illumination
- ▶ Intentions
- ▶ **Behavior**
- ▶ **Cognition**

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

Which bargaining strategy is preferable for use in intra-organizational behavior?

- ▶ Positive negotiation

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- ▶ Distributive bargaining
- ▶ **Integrative bargaining** 132
- ▶ Equal bargaining

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

The example of labor-management negotiations over wages exemplifies which of the following bargaining?

- ▶ Integrative
- ▶ Reflective
- ▶ **Distributive**
- ▶ Restrictive

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

Which of the following is **NOT** a conflict resolution technique?

- ▶ **Creating super ordinate goals**
- ▶ Appointing a devil's advocate
- ▶ Exercising authoritative command
- ▶ Generating additional resources

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

UNO wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is a(n):

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

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

If you have a narrow span of control, you have which of the following type of a (n) organization?

- ▶ Efficient

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- ▶ Short
- ▶ **Tall**
- ▶ Matrix

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

Seema is working with a pharmaceutical firm; as a means of balancing her work and family responsibilities she typically works a standard 40-hour week or only work 3 or 4 days of the week (i.e., putting in more than 8 hours but working fewer days). Which one of the following work schedule Seema is following?

- ▶ **Compressed work week**
- ▶ Shorter work week
- ▶ Longer work week
- ▶ Job sharing

Question No: 31 (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: 32 (Marks: 1) - Please choose one

Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills is called _____.

- ▶ **Soft skills**
- ▶ Hard skills
- ▶ Technical skills
- ▶ None of the given options

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

All of the following include Physical symptoms of stress **EXCEPT**:

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▶ **Bad moods (ref: is a behavior system)**

- ▶ Faster heart beat
- ▶ Increased sweating
- ▶ Cool skin

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

When the people are asked to envision the organization in five years and to describe what is different is called:

- ▶ Discovery
- ▶ **Dreaming**
- ▶ Design
- ▶ Destiny

Question No: 35 (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: 36 (Marks: 1) - Please choose one

Job analysis can be used in performance review to identify or develop:

- ▶ Goals and objectives
- ▶ Performance standards
- ▶ Evaluation criteria
- ▶ **All of the given options**

Question No: 37 (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: 38 (Marks: 1) - Please choose one

The centerpiece of most diversity programs is:

- ▶ Money
- ▶ **Employer commitment** wrong
- ▶ Training
- ▶ Human resource personnel

Question No: 39 (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: 40 (Marks: 1) - Please choose one

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

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

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

Responding to changes in external or internal environment is called:

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

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

Phrases such as "more cultural diversity," "many new entrants with inadequate skills" are all examples of which force for change?

- ▶ Technology

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▶ World politics

▶ **Nature of the work force**

▶ Social trends

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

Which of the following is an example of change in the nature of competition?

▶ **Growth of e-commerce**

▶ Decline in global oil prices

▶ Increased interest in urban living

▶ A decrease in interest rates

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

Which tactic for overcoming resistance to change basically assumes that the source of resistance lies in misinformation?

▶ Training and development

▶ Facilitation and support

▶ **Education and communication**

▶ Cooptation and manipulation

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

A bachelor degree holder is most likely to have a job that requires:

▶ Human skills

▶ **Technical skills**

▶ Conceptual skills

▶ Leading skills

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

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

▶ **Felt**

▶ Displayed

▶ Conditional

▶ Exposed

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

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Desires for associations with those who are significant to us, such as family members, supervisors, and friends, are examples of which of the following Alderfer's needs?

► Relatedness

- Existence
- Association
- Esteem

Question No: 48 (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?

- Referent
- Legitimate
- Reward
- Expert

Question No: 49 (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: 50 (Marks: 1) - Please choose one

The reasons for political behavior include all of the following **EXCEPT**:

- Ambiguous goals
- Scarce resources
- Control of information
- Non-programmed decisions

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

Samina and Naeem are Senior managers of marketing department. Samina wants her department to grow and expand into new products. While Naeem feels that the department is already too big and should reduce its size and trim its product line. Samina and Naeem are experiencing which of the following conflict?

- Legal conflict

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▶ **Task conflict**

- ▶ Process conflict
- ▶ Relationship conflict

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

The degree to which two party's goals can be achieved simultaneously is called:

- ▶ Goal interdependence
- ▶ Goal accommodation
- ▶ Goal avoidance

▶ **Goal compatibility**

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

When two party's goals are incompatible, but their interactions are important to meeting their goals, which reaction to conflict is likely to occur?

- ▶ Competition
- ▶ Collaboration
- ▶ **Compromise**
- ▶ Accommodation

Question No: 54 (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: 55 (Marks: 1) - Please choose one

The main advantage of division of labor is that it promotes:

- ▶ Worker satisfaction
- ▶ Worker autonomy
- ▶ The creation of stimulating jobs
- ▶ **Efficient use of labor**

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

The process of constructing and adjusting an organization's structure to achieve its goals is:

- ▶ Strategic management
- ▶ Strategy-structure fit
- ▶ **Organizational design**
- ▶ Organizational reconfiguration

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Question No: 57 (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: 58 (Marks: 1) - Please choose one

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

- ▶ Work sample test
- ▶ **Interview**
- ▶ Background check
- ▶ Performance-simulation tests

Question No: 59 (Marks: 1) - Please choose one

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

Question No: 60 (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: 61 (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?

▶ **Positive decision**

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- ▶ Negative decision
- ▶ Conflicting decision
- ▶ Irrational decision

Question No: 62 (Marks: 1) - Please choose one

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

- ▶ Structural inertia
- ▶ Threat to expertise
- ▶ Dislike of change agent
- ▶ **Threatened power**

Question No: 63 (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
- ▶ **Fixed investment**

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

The CEO of ABC manufacturer is not satisfied with the sales of his products. He has decided to operate in international market to earn the targeted sales. What can be the possible reason of this expansion?

- ▶ To work with untrained labor
- ▶ To avoid cultural diversity
- ▶ **To acquire resources**
- ▶ To work under poor working conditions

Question No: 65 (Marks: 3)

How can charismatic leadership hurt an organization?

Answer :

A charismatic leader is one who might not have legitimate authority over the followers but followers respect him for his charisma, knowledge, expertise and his vision.

Charismatic leaders can hurt an organization because their followers might go against the legitimate chain of command of the organization to follow the leader. As it is not necessary for the charismatic leader to have legitimate authority therefore he might not follow the proper chain of command. This creates the problem of unity of command.

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People will follow two managers. One will be their manager according to the company hierarchy or structure and one will be the leader. This might create people-role conflict for employees. This affects the organization in a negative way and hurt the organization.

Question No: 66 (Marks: 5)

“As important as attracting good employees is, it is just as important to retain them”.
How you can justify this statement.

Answer : Employees are the biggest assets for an organization. They are the real distinctive competency of an organization. The organizations who pay heed to this fact are the most successful ones. Technology and other resources that a successful organization holds can be acquired by other organizations as well but motivated, expert and skilled employees that one firm has cannot be duplicated easily by other firms. That is the main reason competing firms try to buy out employees from their rivals in an attempt to gain the distinctive competencies that the rival holds because of these employees.

Therefore for an organization to be successful, it should not only attract or hire good employees but it should also retain them. There are a number of reasons why retaining is also as important or even more important than hiring good employees. Some of the reasons are:

- 1) The company might spend a lot of money on the training and development of employees and once the employee leaves the company, the company not only suffers in terms of employee loss but also financial loss which was caused because of the wastage of training resources on the leaving employee.
- 2) When an employee leaves and his position is vacant, the company will need to hire someone new in his/her place. The new person will need to be trained or will take time to get to work on the same position. This wastes valuable company resources and lowers productivity of the company.
- 3) The employee who has been working for a company for a longer time knows the company culture and has accepted it to a great extent. But when this employee leaves and a new employee is hired in his place, it will take time for the new employee to get acquainted with the culture and norms of the organization.
- 4) When an employee leaves this does not only affect him but demoralizes other employees as well and gives an impression that people don't like to work for this company and the employees who are sticking around might be making a mistake.

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This often urges other employees also to either look for better opportunities and they loose loyalty and commitment to the company.

- 5) The employee working for a company might have acquired good experience after a considerable amount of time working for the company and if he leaves then this experience can't be replaced. The company might hire some one with the same qualification but the experience that the leaving employee has will not be there.

Because of all the important reasons mentioned above, it is very important that a company not only attracts good employees but should also strive to retain them by making policies that foster long term commitment and loyalty.

Question No: 67 (Marks: 10)

What is flextime? What are the advantages of flextime from an employee's perspective and from management's perspective?

Answer : Flextime is a work arrangement where an employee works for the same core hours during the day but the arrangement of these hours or how he makes up these hours from the day is flexible. For example a company might have a policy for employees to work for eight hours every day and the company starts at 8.00 AM. So in flextime arrangement the employee might be given the discretion of working for eight hours but not necessarily from 8 AM. An employee might start for example at 10 AM and work up to 6 AM thereby completing eight hours of work and starting at his convenient time. This is only one example of flextime. Other methods include flexible or compressed work weeks where the employee can work for more hours during some days and thereby reducing the total working days during the week. Others include job sharing , part time work arrangements and telecommuting.

Advantages from employee's perspective:

- 1) Flexible working hours will suit many people and they will be more satisfied with their work and will not have to look for other employment options.
- 2) Working husbands and wives can easily arrange work to take care of their children. For example the wife might arrange her working hours so that either she or the husband is always with the children.
- 3) If a company allows telecommuting for example then it can get more work force options because then those women can also work who need to be at home. Working from home can help these women earn money as well as attending to

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their family commitments.

- 4) Compressed working weeks might help those people who can work for a less number of days for a week for example four out of seven days and extend their working hours per day and then go to their families during the three days off in case their families live in some other area or away from their place of work.
- 5) There might be many people who would not work at all if flextime option was not available for example for college students who want to work part time because during the day they cannot work. So for these cases flextime will make more types of jobs available to them and they can easily work for example during the evenings and earn without affecting their education.

Advantages from employer's perspective

- 1) The biggest advantage from the employer's perspective is that he will get better productivity from employees working in flextime
- 2) The employees will be satisfied and hence the employer will not have to worry about boosting the morale of the employees or for employees leaving the company to find other jobs that suits them..
- 3) This is a very good method to retain employees because when employees get such a good option of flexible timing, they will not be tempted to leave the organization.
- 4) Using flextime the company can hire experts who will not be willing to work for example during the day maybe because they might be working with some other company. So this way the company can get the experts they need by allowing them to work as part-timers.

Question No: 68 (Marks: 10)

Sometimes data gathered from interview is biased. Explain different interviewing mistakes that can lessen the effectiveness of a job interview.

Answer :

Interview is a method of verbal communication and therefore is subjective. It depends a

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lot on the context under which the interview was conducted and also on the interviewer's skills as well his perceptions. As human interaction gets involved here, therefore the interview can become very subjective instead of being objective. A lot of issues related to human nature can be introduced during the interview which might make it biased. The biasness depends on many factors. These factors can lead to interviewing mistakes which adversely affects the effectiveness of the job interview.

Some of the mistakes that can lessen the effectiveness of the job interview are :

- 1) **Selective perception:** The selective perception of the interviewer might affect the interview. Different people perceive the same situation at the same time in different ways. This is due to their life experiences, education, values and personality. So based on these they might interpret the same situation in different ways. This might create biasness in their judgment.
- 2) **Projection:** Some interviewers might have some qualities and they might value them a lot and might want to see the same qualities in the interviewee and if they don't see the same qualities, they will be biased in their interview.
- 3) **Stereotyping :** Stereotyping is the preset judgement a person makes based on the group to which the interviewee belongs. For example the interviewer might have a stereotype that women are not good for managerial positions so he might get biased into not giving good review in job interview to a woman who applied for the a management position.
- 4) **Halo effect:** Halo effect is when a person makes good or bad judgement based on just one quality. In this the interviewer might get biased based on just one quality and might give good reviews without paying attention to other good qualities or bad qualities that a person has. Similarly the same thing goes for a bad quality that the interviewer might see in the interviewee.
- 5) **Similar to me effect :** In this the interviewer might try to find qualities in an interviewee which is similar to the interviewer. If he doesn't find any such quality he will be biased to not hire the job applicant. If on the other hand he sees such a quality then he will be biased to hire the job applicant without paying attention to other qualities needed for the job
- 6) **Inadequate knowledge about the job:** Some times the interviewer might not be well-versed with the exact requirements for a position for which he might be conducting the interview. For example an HR manager hiring for a technical job in the information technology department. As this is a completely technical field so the manager taking the interview might not be capable enough to do the

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interview because of his limited knowledge of the field of computer sciences. In this case he will be biased to see human or communications skills more than the technical skills the job applicant has that are more important to the job than his human skills. Similarly the interviewer might be hiring for a non technical position but he might lack the knowledge of the exact requirements or specifications for the job opening.

- 7) **Previous interviewee effect:** If an interviewee is being interviewed immediately after a perceived good or bad interviewee then he will be judged against the previous interviewee. If the previous interviewee was perceived as very good by the interviewer then the next person will have difficulties in making a good impression on the interviewer and if the previous interviewee was perceived as bad then the next one will be considered good even if he is just slightly better than the previous. So this creates a bias on the part of the interviewer and is one of the mistakes in job interviews which lessens its effectiveness.
- 8) **Preconceived notion about the interviewee :** If the interviewer has already heard about the job interviewee before the interview from some other sources whether it is something good or bad about him, the interviewer will already have made an impression about the interviewee even before the interview begins. So this can introduce a good or a bad bias on the part of the interviewer and lessens the effectiveness of the interview.
- 9) **Emotional state of the interviewer :** As interview is a human interaction so it is prone to human emotions. If the interviewer is not emotionally stable then it might bias the interview. For example an interviewer sitting down to take the interview has just heard some bad news before the start of the interview sessions and that might affect his judgement in reviewing the right person for the job.

All the factors mentioned above are mistakes that are involved in the interview process and that might affect the effectiveness of the job interview. There are many techniques to cope with these problems and make the interview as objective as possible so that exactly the right person can be hired for the right job.

Paper 7

FINAL TERM EXAMINATION

Spring 2010

MGT502- Organizational Behaviour (Session - 2)

Ref No: Time: 90 min

Marks: 69

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

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

- ▶ Exit
- ▶ **Voice** Pg 32
- ▶ 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**

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- ▶ 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 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: 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** pg112
- ▶ 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**

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- ▶ 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:

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

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

It can go by a variety of names—laboratory training, groups, or T-groups (training groups)—but all refer to a thorough unstructured group interaction

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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:

- ▶ Uniform cultures
- ▶ 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?

- ▶ Global Competitors
- ▶ Workplace attendance
- ▶ Mergers and consolidations
- ▶ **Cultural diversity of employees**

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?

- ▶ Formal organization
- ▶ **Informal organization**

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- ▶ Business organization
- ▶ Government organization

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

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

- ▶ Felt pg 39
- ▶ Displayed
- ▶ Conditional
- ▶ Exposed

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

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

- ▶ Control
- ▶ Legitimacy
- ▶ Coercion
- ▶ Influence

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

Ali strongly disagrees with the current strategic plan, but he is afraid that his vote against it at the next meeting will hurt his chances for promotion. Ali schedules a dentist appointment for the same time as the meeting in order to avoid the vote. Which political behavior technique has Ali used?

- ▶ Building image
- ▶ Controlling the agenda
- ▶ Using outside experts
- ▶ Game playing

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

Techniques of political behavior include all of the following **EXCEPT**:

- ▶ Controlling the agenda
- ▶ Leveraging technology
- ▶ Building coalitions
- ▶ Using outside experts

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

Which of the following is least accurate about Ohio-State Study?

▶ **High-high styles sometimes had negative relationship**

- ▶ High-high leaders generally had superior subordinate performance
- ▶ High initiating structure is positively related to grievances
- ▶ High consideration is positively related to manager's evaluation

Question No: 25 (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: 26 (Marks: 1) - Please choose one

When decision-making authority is concentrated at the top of the organizational hierarchy, this is called which of the following?

- ▶ Formalized decentralization
- ▶ Decentralization
- ▶ Formalization
- ▶ **Centralization**

The concentration of authority and responsibility for decision making in the hands of managers at the top of an organization's hierarchy (the degree to which decision making is concentrated at a single point in the organization)

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_____.

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▶ 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?

▶ Positive decision

▶ Negative decision

▶ Conflicting decision

▶ Irrational decision

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

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

▶ Structural inertia

▶ Threat to expertise

▶ Dislike of change agent

▶ Threatened power

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

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

▶ Structural inertia

▶ Threat to expertise

▶ Dislike of implied criticism

▶ Threatened power

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

International business is growing due to all of the following reasons **EXCEPT:**

▶ Consumer demand

▶ Government policies on trade

▶ New institutions to support trade

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▶ **Slow improvement of technology**

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

The CEO of ABC manufacturer is not satisfied with the sales of his products. He has decided to operate in international market to earn the targeted sales. What can be the possible reason of this expansion?

- ▶ To work with untrained labor
- ▶ To avoid cultural diversity
- ▶ **To acquire resources**
- ▶ To work under poor working conditions

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

Which of the following is a person's adaptive response to a stimulus that places excessive psychological or physical demands on a person?

- ▶ **Stress**
- ▶ Tension
- ▶ Burn-out
- ▶ Whistle blowing

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?

- ▶ **Performance management**
- ▶ Quality management
- ▶ Stress management
- ▶ Team management

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

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

- ▶ Breaks

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► Bonuses

- Pensions
- Educational assistance

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

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

- Organizational citizenship
- Productivity
- Turnover
- Job satisfaction

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

Empathy. The ability to sense how others are feeling

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

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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

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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

- Cross-functional teams
- Cross-hierarchical teams
- Free flow of information
- Wide spans of control
- Decentralization
- Low formalization

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)

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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?

Paper 8

FINALTERM EXAMINATION

Spring 2010

MGT502- Organizational Behaviour (Session - 4)

Ref No: 1465893

Time: 90 min

Marks: 69

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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**
- ▶ 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

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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**
- ▶ 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**
- ▶ 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**

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- ▶ Transcendent

Question No: 11 (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: 12 (Marks: 1) - Please choose one

Leaders achieve goals, and power is:

- ▶ A goal in and of itself
- ▶ Usually used by poor leaders
- ▶ **A means of achieving goals**
- ▶ A strong influence on leaders' goals

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

Power tactics can be defined as:

- ▶ The only legitimate sources of winning arguments
- ▶ **Techniques for translating power bases into specific actions**
- ▶ Strategies for gathering and maintaining support
- ▶ Organizational structural characteristics

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

Which bargaining strategy is preferable for use in intra-organizational behavior?

- ▶ Positive negotiation
- ▶ Distributive bargaining
- ▶ **Integrative bargaining**
- ▶ Equal bargaining

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

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

▶ **Organizational structure**

- ▶ Work specialization
- ▶ Departmentalization
- ▶ Organizational behavior

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

A bureaucracy is characterized by all of the following **EXCEPT**:

- ▶ Highly routine operating tasks
- ▶ Formalized rules and regulations
- ▶ **Decentralized decision making**
- ▶ High work Specialization

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

One of your friends is telling you about his organizational structure that is flat, has little formalization, and is fast, flexible, and inexpensive to maintain. Your friend is describing which of the following structure?

- ▶ Matrix structure
- ▶ **Simple structure**
- ▶ Bureaucracy
- ▶ Team structure

Question No: 18 (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

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

Job enrichment increases the degree to which the worker controls:

- ▶ **Horizontal integration of his or her tasks**
- ▶ 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?

- ▶ Paralanguage
- ▶ Communication barriers
- ▶ Religion
- ▶ **Cultural knowledge**

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?

- ▶ Counseling
- ▶ Training
- ▶ Negotiating
- ▶ **Coaching**

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

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

- ▶ **Asthma**
- ▶ Bad moods
- ▶ Being irritable
- ▶ Defensiveness

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

----- related stress symptoms include changes in productivity, absence, and turnover.

- ▶ Psychologically
- ▶ Physiologically
- ▶ Nutritionally
- ▶ **Behaviorally**

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

A term used to encompass a collection of planned-change interventions built on

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humanistic-democratic values that seek to improve organizational effectiveness and employee well-being is called:

- ▶ Organizational Behavior
- ▶ Organizational structure
- ▶ **Organizational Development**
- ▶ Organizational Culture

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

Job analysis can be used in performance review to identify or develop:

- ▶ Goals and objectives
- ▶ Performance standards
- ▶ Evaluation criteria
- ▶ **All of the given options**

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

Most important elements in managing culture include all EXCEPT:

- ▶ What leaders pay attention to
- ▶ How leaders react to crises
- ▶ How leaders behave
- ▶ **What leaders think about work**

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

Which one of the following is not listed as a tactic for dealing with resistance to change?

- ▶ **Acceleration**
- ▶ Manipulation
- ▶ Participation
- ▶ Education

Question No: 28 (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: 29 (Marks: 1) - Please choose one

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In collaborative interaction _____.

- ▶ Tangible goals replace intangible ones
- ▶ Sequential interdependence must exist
- ▶ **Goals may differ but be compatible** doubted
- ▶ Conflict is almost always based on personality clashes

Question No: 30 (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: 31 (Marks: 1) - Please choose one

Which of the following is the process by which newcomers are transformed from outsiders to effective, participating members of the organization?

- ▶ Recruitment
- ▶ **The interview process** doubted
- ▶ Organizational socialization
- ▶ 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**
- ▶ 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

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

Usman and Awaiz 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: 35 (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: 36 (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: 37 (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: 38 (Marks: 1) - Please choose one

Ali 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**

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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?

- ▶ Attitude
- ▶ **Emotions**
- ▶ Value
- ▶ Perception

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**

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**

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- 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**
- 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

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► **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.

Paper 9

FINAL TERM EXAMINATION

Spring 2010

MGT502- Organizational Behaviour (Session - 4)

Ref No: 1465868

Time: 90 min

Marks: 69

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**
- Type B personality

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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

In equity theory, individuals assess the _____.

- ▶ 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

- ▶ 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

In general, older employees have lower rates of avoidable absence

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

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

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

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

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**
- ▶ Accountability

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

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

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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**
- ▶ 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**

P 122

- ▶ 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

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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?

- ▶ Mechanistic
- ▶ Bureaucratic
- ▶ **Organic**

P 153

- ▶ 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 _____.

- ▶ Industrialization
- ▶ Scientific management
- ▶ Organizational design
- ▶ **Technology**

Technology is *the combination of skills, abilities, machines, computers, ...* using conveyor belts and a standardized assembly process to produce *goods*.

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

How do most employees react to job enlargement efforts?

- ▶ Unqualified approval
- ▶ Somewhat enthusiastically
- ▶ With a lack of enthusiasm
- ▶ **The reaction tends to be mixed**

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

A business firm that has extensive international operations in more than one foreign

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country is an example of_____.

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

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

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

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

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

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

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

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

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

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

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

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

- ▶ **Asthma**
- ▶ Bad moods
- ▶ Being irritable
- ▶ Defensiveness

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

----- related stress symptoms include changes in productivity, absence, and turnover.

- ▶ Psychologically
- ▶ Physiologically
- ▶ Nutritionally
- ▶ **Behaviorally** pg 189

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

Sensitivity training is also called:

- ▶ **Laboratory Training**
- ▶ Z- Groups
- ▶ Focus Groups
- ▶ None of the given options

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

Which of the following statement is the **BEST** about the interview as a selection method for hiring a job candidate?

- ▶ Interviews should be structured before any interview is conducted
- ▶ Interviewers should check an applicant's background data before conducting an interview
- ▶ **Interviews must assess an applicant's intelligence, level of motivation and interpersonal skills**
- ▶ Most interviewers wait until a candidate is leaving the interview before making a decision

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

A sales person's performance is judged on the basis of overall sales volume, number of customers increased or new accounts established with company; identify which one of the following is being judged in this case?

- ▶ Behavior
- ▶ Traits
- ▶ **Individual task outcomes**
- ▶ None of the above

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

The centerpiece of most diversity programs is:

- ▶ Money
- ▶ Employer commitment
- ▶ **Training**
- ▶ Human resource personnel

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

Diversity training program is generally intended to provide a vehicle for which of the following?

- ▶ **Increasing awareness and examining stereotypes**
- ▶ Focusing on individual differences
- ▶ Eliminating group learning
- ▶ **Balancing work/life conflicts**

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

Which of the following is most likely to result from a strong organizational culture?

- ▶ Low employee turnover
- ▶ Low employee satisfaction
- ▶ **High employee turnover**
- ▶ High absenteeism

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

Top management has a major impact on the organization's culture by using which of the following technique?

- ▶ Providing a framework for metamorphosis of new hires
- ▶ Establishing norms that filter down through the organization
- ▶ **Ensuring a proper match of personal and organizational values**
- ▶ Socializing new applicants in the pre-hiring phase

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

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**
- ▶ Unlimited focus of change
- ▶ Support to power relationships
- ▶ Support to resource allocations

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

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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 intensification

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?

- ▶ Exit
- ▶ **Voice**
- ▶ Loyalty
- ▶ Neglect

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?

- ▶ Attainment
- ▶ Perfection
- ▶ **Self-actualization**
- ▶ Self-esteem

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

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

- ▶ Integrative negotiation
- ▶ **Distributive bargaining** pg 128
- ▶ 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** pg 153

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

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

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- ▶ Company Crisis
- ▶ Changing work climate
- ▶ Declining effectiveness
- ▶ **Changing technology**

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**

Question No: 41 (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: 42 (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: 43 (Marks: 1) - Please choose one

Which of the following determines requirements of organization conversion process?

- ▶ **Machinery, computers and human skills**

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- ▶ Raw material and capital
- ▶ Finished products and services
- ▶ HR and information system

Question No: 44 (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: 45 (Marks: 1) - Please choose one

An 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

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

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

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► 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?

Paper 10

FINAL TERM EXAMINATION

Fall 2009

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

Which one of the following is not considered as a part of organizational output?

- Finished goods
- Services
- Dividends
- Capital

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

The degree to which people in a country accept that power in institution and

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organizations is distributed unequally is called:

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

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

Emotional Responses that the organization requires workers to show and considers appropriate in a given job are called:

- ▶ Felt Emotions
- ▶ **Displayed Emotions**
- ▶ Moods
- ▶ Emotional Intelligence

Displayed emotions are those that are organizationally required and considered appropriate in a given job.

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

When an employee expresses organizationally desired emotions during interpersonal transaction, it is called:

- ▶ Alexithymia
- ▶ Felt Emotions
- ▶ **Emotional Labor**
- ▶ Displayed Emotions

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

Asif is late for work each day by about ten minutes. How would Attribution Theory describe this behavior?

- ▶ It shows consensus
- ▶ It shows similarity

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- ▶ It shows reliability
- ▶ It shows consistency

Question No: 6 (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

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

What is generally considered to be the single best thing that managers can do to improve performance?

- ▶ Allocate tasks depending on personality
- ▶ Restrict the use of punishment as a means of motivating workers
- ▶ Give abundant opportunities for employee growth
- ▶ Concentrate on intrinsic rewards rather than extrinsic rewards

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

In equity theory, individuals assess the _____.

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

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

Who sets MBO objectives?

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- ▶ The immediate supervisor
- ▶ The superior and subordinate
- ▶ The head of department
- ▶ The employees themselves

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

Fahad, Zain and Usama work in different departments, but often take lunch together. They are an example of what type of group?

Formal ▶

Informal ▶

Command ▶

Task ▶

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

When the group energy is focused on the task at hand, the group has moved to the _____ stage.

Storming ▶

Norming ▶

Maturation ▶

Performing ▶

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

Demand on leader is _____ in a team comprising of 2-7 members.

▶ High

▶ Highest

▶ Low

▶ Moderate

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

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Which of the following best demonstrates the effectiveness of self-managed teams?

- ▶ An increase in the number of teams required to manufacture a product
- ▶ A reduction in the number of employees qualified to participate in the teams
- ▶ A significant reduction in response time for resolving customer concerns
- ▶ An increase in the technology budget for connecting team members

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

Which of the following is **NOT** true about electronic meeting?

Participants type their responses onto a ▶ computer screen

It can be highly effective under certain ▶ conditions

Group cohesiveness will be considered ▶ high

Participants will be honest and ▶ anonymous

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

There is fairly strong evidence that traits can predict _____ more accurately than leadership effectiveness.

Leadership emergence ▶

Extraversion in leaders ▶

Leadership awareness ▶

Leadership competence ▶

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

The University of Michigan researchers concluded that:

- ▶ Employee-oriented leaders had lower productivity
- ▶ Employee-oriented leaders had higher productivity
- ▶ Production-oriented leaders created lower employee satisfaction
- ▶ Production-oriented leaders created higher employee satisfaction

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

Which of House's leaders from path-goal theory are friendly and show concern for the

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needs of followers?

- ▶ Directive
- ▶ Supportive
- ▶ Participative
- ▶ Achievement-oriented

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

The charismatic leaders are likely to:

- ▶ Invoke high performance among followers
- ▶ Encourage women to seek leadership positions
- ▶ Motivate followers to become more extroverted
- ▶ Avoid media attention regarding their achievements

Question No: 19 (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: 20 (Marks: 1) - Please choose one

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Legitimate power is based on which of the following element?

- ▶ Positive rewards
- ▶ Interpersonal trust
- ▶ Structural position
- ▶ Expert knowledge

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

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

Question No: 22 (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
- ▶ Intrarole Conflict

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

All of the following are types of conflict EXCEPT:

- ▶ Task Conflict
- ▶ Person-role Conflict

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- ▶ Relationship Conflict
- ▶ Process Conflict

Question No: 24 (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: 25 (Marks: 1) - Please choose one

UNO wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is a(n):

Mediator ▶

Arbitrator ▶

Conciliator ▶

Consultant ▶

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

In comparing the organizational design needs of the small organization and the large organization, which of the following is a consideration for the small organization?

More formalization ▶

More specialization ▶

More centralization ▶

Flat hierarchy of authority ▶

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

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

High centralization ▶

High ▶ employee discretion

Standardization ▶

Bureaucracy ▶

Question No: 28 (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: 29 (Marks: 1) - Please choose one

A trucking company routinely makes all of its office staff work for a week in the warehouse area; loading trucks, cleaning trucks, and doing other work which they are capable of. This program is an example of which of the following?

Job ▶ rotation

Job enlargement ▶

Job ▶ enrichment

Job ▶ sharing

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

Essential elements of TQM include all EXCEPT:

Analysis of customer quality ▶ needs

Benchmarking ▶

Rewarding ▶

Standards ▶

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

The purpose of ----- is for an outside consultant to assist a manager, “to perceive, understand, and act upon process events”.

Process Consultation

Team Building

Appreciative Inquiry

Sensitivity Training

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

Once the causes of difficulty have been identified, the groups can move to the _____ to develop solutions that will improve relations between the groups.

Process Consultation

Appreciative Inquiry

Integration phase

Team Building

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

Which type of selection technique is given the most weight?

Written test

Performance-simulation test

Electronic test

Interview

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

The centerpiece of most diversity programs is:

Money

Employer commitment

Training

Human resource personnel

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

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

Institutionalization ▶

▶ Formalization

Socialization ▶

Organizational rules ▶

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

Consistency of behavior is an asset to an organization when it faces which of the following?

Massive changes ▶

A ▶ dynamic environment

A ▶ unknown environment

A stable environment ▶

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

Which of the following is an example of change in the nature of competition?

Growth of e-commerce ▶

Decline in global oil prices ▶

Increased interest in urban ▶ living

A ▶ decrease in interest rates

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

Which of the following is **NOT** a source of individual resistance to change?

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Habit▶

Security▶

Inertia▶

Economic factors▶

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

What term is used for feelings that tend to be less intensive than emotions?

Affect▶

Cognition▶

Thoughts▶

Mood▶

Question No: 40 (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: 41 (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?

Formal organization▶

Informal organization▶

Business organization▶

Government organization▶

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

All of the following are the primary bases of personal power **EXCEPT:**

Referent power▶

Position power▶

Expert power▶

Coercive power▶

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

Trying to make someone else accept blame for a problem is an example of which of the following conflict handling intention?

Competing▶

Compromising▶

Avoiding▶

Accommodating▶

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

At Sawera Manufacturing, Inc., the sales representatives often argue with the production employees because promised orders are often behind the schedule. The production employees claim that the sales representatives frequently fail to submit orders until they are already past due. The sales representatives and the production employees are experiencing which of the following conflict?

Competition for scarce resources▶

Intergroup conflict▶

Interpersonal conflict▶

Representative conflict▶

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

When two party's goals are incompatible, but their interactions are important to meeting their goals, which reaction to conflict is likely to occur?

Competition▶

Collaboration▶

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Compromise▶

Accommodation▶

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

Which of the following is NOT a personal cause of conflict in organizations?

Personalities▶

Perception▶

Authority relationships▶

Communication▶

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

To achieve a compromise approach, one needs to_____.

Avoid▶ overt disagreement

Value▶ openness and trust

Dominate the other conflicting▶ party

Give up something of value▶

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

Division of labor is often referred to as which of the following?

Departmentalization▶

The organizational chart▶

Specialization▶

The▶ administrative hierarchy

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

When there is a narrow span of control, to improve the span of control there is likely to be:

An increase in the number of▶ workers

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Less▶ control over production workers

More▶ administrative levels

Less▶ bureaucracy

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

Jobs grouped according to traditional business tasks such as marketing, manufacturing, and personnel are departmentalized by:

Process▶

Service▶

Function▶

Structure▶

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

The process of constructing and adjusting an organization's structure to achieve its goals is:

Strategic management▶

Strategy-structure fit▶

Organizational design▶

Organizational▶ reconfiguration

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

An alternative work arrangement in which employees must be present to perform job duties during a required core time but starting and ending work times can vary is called which of the following?

Job▶ sharing

Compressed workweek▶ scheduling

Task restructuring▶

Flextime▶

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

The tools, techniques, and actions used by an organization to transform inputs into

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outputs are called:

Answer organization's technology

The throughput

The transformation process

Work design

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

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

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

Which of the following specifies the relative value of each job in the organization?

Job description

Job specification

Job evaluation

Job enrichment

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

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

Workforce diversity

Globalization

Company Crisis

Ethical behavior

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

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

Changing work climate ▶

Workforce diversity ▶

Globalization ▶

Ethical behavior ▶

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

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

Structural inertia ▶

Threat to expertise ▶

Fear ▶ of unknown

Threatened power

Question No: 59 (Marks: 1) - Please choose one

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

Structural inertia ▶

Threat to expertise ▶

New ▶ social relationships

Threatened power

Question No: 60 (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 ▶

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Question No: 61 (Marks: 1) - Please choose one

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

Question No: 62 (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: 63 (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: 64 (Marks: 1) - Please choose one

Usman is a production in charge in an organization. His performance can be judged on the criteria of cost of per unit of production or total units produced. Identify the criteria on which his performance has been evaluated.

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Attitude▶

Traits▶

Individual task outcomes▶

Behavior▶

Question No: 65 (Marks: 3)

What can organizations do to help employees develop their careers?

Organizations will need to develop a strategy for attracting and keeping the desired workers.

Organization need to develop employee career development program.

Some of them are following

Mentoring & Coaching:

senior member of organization takes an active role in guiding other employees or management is called mentoring.

Tuition assistance programs

Provide additional information to employee so they have better choice of the career.

Job rotation:

Change the employee to one kind of job to other kind of job so they get knowledge of wide variety of jobs.

Question No: 66 (Marks: 5)

Discuss why reward power is the easiest base of power to use.

The opposite of coercive power is reward power.

People get motivation when they get positive benefits; therefore, one who can distribute rewards they view them as valuable.

If we can give someone something of positive value or remove something of negative value, we have reward power over that person.

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These rewards could of different types depending upon the how the person value these rewards

- Coercive power and reward power opposite of each other.

If we can remove something of positive value from someone or give something of negative value upon him then we have coercive power over that person.

Being an agent of change we like to proceed

Question No: 67 (Marks: 10)

What factors provoke the organizational change; as being the initiator of such change how will you proceed?

Organizational change is the process to take an organization away from its present state and toward some future state to increase its effectiveness. Due to changing nature of our environment its necessary to keeping changing organizational strategies to adjust with environment.

Force like economic, Policies , diversity , competitive forces keep changing with the passage of time and an organization is continuously interacting with these forces.

So its become necessity for the organization to change to handle those external changes.

Managers are the primary change agents in most organizations.

There are two type of forces of change

Internal and external

External forces : economics, Technology, social and Political forces

Internal : company crises, effectiveness of decision making,

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During the change we face the different type of internal resistance.

Will try to overcome the resistance by

Education and communication: we can reduce resistance by providing more information about the change and giving a positive view of that change

Manipulation and cooptation:

Twisting and distorting facts to make them appear more attractive, and hide undesirable information, and creating false rumors to get employees to accept a change

Support and Training Employee counseling is a very powerful tool to get support, New-skills training, or a short paid leave also can facilitate adjustment. Only drawback of it is, time-consuming, expensive, implementation offers no guarantee of success.

Negotiation Negotiation as a tactic may be necessary when resistance is from a powerful source.

Coercion we can use threats of transfer, loss of promotions, negative performance Evaluations, and a poor letter of recommendation

Question No: 68 (Marks: 10)

Which bases of power are more effective, also explain how these bases can be used productively.?

Power :

Power refers to a capacity that A has to influence the behavior of B, so that B acts in accordance with A's wishes

Referent Power:

Referent power is based on identification with a person who has desirable resources or personal qualities.

If I like, respect and admire you, you can exercise power on me because I want to please you. It helps explain, for instance why celebrities are paid so high to introduce products

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in commercial Marketing. These celebrities has referent power.

Expert power

Expert power is influence as a result of expertise or special skill or knowledge.

As jobs become more specialized we become increasingly dependent on experts to achieve goals. Like doctors have expert power what prescription or advice they give they exercise their expert power.

Most of us follow their advice that our they gives us.

you should also recognize that computer specialists are able to wield power as a result of their expertise. Expertise has become one of the most powerful sources of influence as the world has become more technologically oriented.

Legitimate Power: in organization most frequent access to one or more of the power bases is structural position. This is called legitimate power. It represents the formal authority to control and use organizational resources.

It include reward and coercive power. Legitimate power, is border than the power to coerce and reward. Specifically, it includes acceptance by members in an organization of the authority of a position. School principals, CEO of company are some of example of legitimate power.

Charismatic Power:

- Is an extension of referent power. An individual's personality and interpersonal style make others to follow because they can articulate attractive visions.

Holder of this kind of power , take personal risks, demonstrate follower sensitivity.

Coercive Power:

Base of coercive power is dependent on fear or threat of application of physical pain or generate the fear.

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In the organization, A has coercive power over B if A can dismiss, suspend, or demote B

Reward Power:

The opposite of coercive power is reward power. People comply because doing so produces positive benefits; therefore, one who can distribute rewards that others view as valuable. These rewards can be anything depending upon the person how much that reward is valuable for him.

I think Reward power is more powerful because you can give reward to person depending up on that how much they value that reward. Like in organization if you wanted to get something done and your subordinate know that their work will be given a proper reward then he/she put his best to give output by keep his reward in mind

Paper 11

Mgt 502 2009

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**

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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**

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- ▶ 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**

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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**

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- ▶ Defensiveness
- ▶ Selective perception
- ▶ Selective selection

Filtering refers to a sender's purposely manipulating information so it will be seen more favorably by the receiver. For example, when a manager tells his boss what he feels his boss wants to hear, he is filtering information

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

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- ▶ 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

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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

A 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 ▶

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

Which of the following statement is TRUE with regard to boundaryless 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?

Suppliers, competitors, job design

Suppliers, job design, customers

Environment, economic forces, competitors

Environment, technology, and human resources

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

Giving workers more control over how a task is to be completed often leads to job enrichment because:

Workers can think out their own way of tackling the task

Change their pattern of working when they want

Feel more responsible for achieving the end product

All of the given options

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

Which of the following characterizes non-routine or complicated technologies?

High task variety and high task analyzability

Low task variety and high task analyzability

Low task variety and Low task analyzability

High task variety and low task analyzability

Non-routine or complicated technologies are characterized by high task variety and low task analyzability.

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

When the people are asked to envision the organization in five years and to describe what is different is called:

Discovery

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Dreaming ►

Design ►

Destiny ►

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

In practice, organizations use interviews _____.

To determine ► applicant-organization fit

Solely to assess specific, job relevant ► skills

To manipulate an applicant's image of the ► company

To assess a candidate's credit ► history

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

All of the following are operational activities of HR EXCEPT _____ which is a strategic activity.

Analyzing HR metrics and ► measurements

Recruiting and selecting ► employees

Responding to goals and ► objectives set by executives

Complying with laws, ► policies, and procedures

not sure

Question No: 36 (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 ►

Knowledge, skills and abilities ►

Tasks, incentives and rewards ►

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

Cultures within an organization, typically defined by department designations and geographical separation are called:

Multi cultures ►

National ► Cultures

Dominant ► Cultures

Subcultures ►

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

Which characteristic is **NOT** reflective of subcultures?

Includes core values of the organization

Typically defined by department designations

Includes values shared only within the organization

Includes values unique to members of a department or group

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

Consistency of behavior is an asset to an organization when it faces which of the following?

Massive changes

A dynamic environment

An unknown environment

A stable environment

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

Looking for better way to stay is called:

Reactive change

Anticipatory change

Radical Change

Incremental Change

Anticipatory Change Looking for better ways to stay - Ahead of the competition

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

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

Some organizations treat all change as an accidental occurrence, however, change as an intentional, goal-oriented activity is planned change.

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

Which of the following technique refer to the application of direct threats or force upon resisters?

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Exploitation▶
Cooptation▶
Manipulation▶
▶ **Coercion**

Question No: 43 (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▶

Planning requires a manager to:

- ☐ Define goals (organizational, departmental, worker levels)
- ☐ Establish an overall strategy for achieving those goals
- ☐ Develop a comprehensive hierarchy of plans to integrate and coordinate activities.

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

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

Felt▶

Displayed▶
Conditional▶
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

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

Pay ▶

Work assignments ▶

Promotion ▶

Transfer ▶

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?

Referent ▶

Legitimate ▶

Reward ▶

Expert ▶

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

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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▶

Job enlargement▶

Job rotation▶

Cross-training▶

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

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

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Work sample test ▶

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?

Structural inertia ▶

Threat to expertise ▶

Dislike of change agent ▶

Threatened power ▶

Question No: 59 (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 wrong

Threatened power ▶

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Question No: 60 (Marks: 1) - Please choose one

Few years earlier there was a huge market of Window Air conditioner in Pakistan. Now split air conditioners have replaced window AC. This change occurred due to which of the following driving forces of change?

Changing values▶

Changing nature of workforce▶

Knowledge explosion▶

Rapid product▶ obsolescence

Question No: 61 (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: 62 (Marks: 1) - Please choose one

Textile industry of Pakistan is facing huge losses due to the downfall of electricity. These conditions are causing great stress among the employees and owners of textile mills. Which of the following is the potential source of stress in this scenario?

Economic uncertainty▶

Technological change▶

Political uncertainty▶

Task demand▶

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

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

Planning▶

Monitoring▶

Rewarding▶

Rating▶

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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.

Paper 12

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

Ref No: 1696318

Time: 90 min

Marks: 69

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

The opinion or belief segment of an attitude is described by which component of attitude?

- ▶ **Cognitive**
- ▶ Affective
- ▶ Behavioral
- ▶ Behavior intension

Cognitions A person's knowledge, opinions, or beliefs

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

Mr. Abad thinks that his own actions and behaviors have an impact in determining what happens to him. What do you think he has?

- ▶ Core locus of control
- ▶ Personal Locus of control
- ▶ **Internal Locus of control**
- ▶ External Locus of control

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

How would a theory X manager view employees?

- ▶ Seeking responsibility
- ▶ **Needing to be coerced to achieve goals**
- ▶ Viewing work as a normal daily activity
- ▶ Exercising self control

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

Which stage in group development is most characterized by uncertainty?

- ▶ Storming
- ▶ **Forming**
- ▶ Performing
- ▶ Norming

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

Which of the following is NOT true of charismatic leaders?

- ▶ They have ability to articulate their vision
- ▶ They have behavior that is unconventional
- ▶ **They are unwilling to take high personal risk**

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- ▶ They have high self belief and exhibit determination

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

The charismatic leaders are likely to:

- ▶ Invoke high performance among followers
- ▶ Encourage women to seek leadership positions
- ▶ **Motivate followers to become more extroverted**
- ▶ Avoid media attention regarding their achievements

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

The characteristics of inevitability and good judgment in handling situations make up which of the following dimension of trust?

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

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

The highest level of trust is exhibited in which of the following type of trust?

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

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

The **most** important aspect of power is probably that:

- ▶ It is a function of talent
- ▶ It is a function of control

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► **It is a function of dependency**

► It is a function of independency

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

The concept that refers to individuals' right to make decisions without approval by higher management is known as_____.

► Responsibility

► Obligation

► **Authority**

► Organization downsizing

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

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

► **High centralization**

► High employee discretion

► Standardization

► Bureaucracy

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

Which one of the following best describes the process of interaction and integration among the people, companies, and governments of different nations, driven by international trade and investment and aided by information technology?

► Reengineering

► **Globalization**

► Encroachment

► IT-Era

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

Personal management skills such as attitudes and behaviors that drive one's potential for growth and team work skills is called _____.

► **Soft skills**

► Hard skills

► Technical skills

► None of the given options

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

All of the following include the ways stress can be shown **EXCEPT:**

► Physiological symptoms

► Psychological symptoms

► **Cultural symptoms**

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- ▶ Behavioral symptoms

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

All of the following include Physical symptoms of stress **EXCEPT:**

- ▶ Bad moods
- ▶ Faster heart beat
- ▶ Increased sweating
- ▶ **Cool skin**

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

Focusing on controlling or eliminating stressors that might provoke the stress response is called:

- ▶ Managing stress
- ▶ **Stress Prevention**
- ▶ Job stress
- ▶ Stress management

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

----- related stress symptoms include changes in productivity, absence, and turnover.

- ▶ Psychologically
- ▶ Physiologically
- ▶ Nutritionally
- ▶ **Behaviorally**

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

Values in most Organizational Developments efforts include all **EXCEPT:**

- ▶ Confrontation
- ▶ Participation
- ▶ Meditation
- ▶ **Power equalization**

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

All of the following are advantages of internal change agents **EXCEPT:**

- ▶ Better Knowledge of the organization
- ▶ Available more quickly
- ▶ **May be close to the problem**
- ▶ Requires higher out of pocket costs

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

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

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- ▶ Assessment phase
- ▶ Direction phase
- ▶ **Development phase**
- ▶ Decline phase

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

Which characteristic is **NOT** reflective of subcultures?

- ▶ **Includes core values of the organization**
- ▶ Typically defined by department designations
- ▶ Includes values shared only within the organization
- ▶ Includes values unique to members of a department or group

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

Consistency of behavior is an asset to an organization when it faces which of the following?

- ▶ Massive changes
- ▶ A dynamic environment
- ▶ An unknown environment
- ▶ **A stable environment**

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

Which tactic to overcome resistance to change is a relatively easy way to gain the support of adversaries, but may backfire if the targets become aware of the tactic?

- ▶ Coersion
- ▶ Negotiation
- ▶ Conciliation
- ▶ **Manipulation**

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

We can expect individuals to work considerably below their potential if which of the

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following conditions occurs?

- ▶ Employees are expected to achieve unclear objectives
- ▶ The criteria for measuring performance objectives are vague
- ▶ Employees lack confidence on their evaluation process
- ▶ **All of the given options**

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

The managers can correct poor performance of employees by using which of the following technique?

- ▶ Recognition & Appreciation
- ▶ Job Enlargement / Enrichment
- ▶ Advancement
- ▶ **Establish the social contract**

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

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

- ▶ Control
- ▶ Legitimacy
- ▶ Coercion
- ▶ **Influence**

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

Which of the following is a deterioration of mental efficiency, reality testing, and moral judgment resulting from in-group pressures?

- ▶ Group polarization
- ▶ Decision making
- ▶ **Groupthink**
- ▶ Brainstorming

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

All of the following are examples of organization development **EXCEPT:**

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▶ **Automating an assembly line**

- ▶ Job enrichment to satisfy esteem needs
- ▶ Job enlargement to reduce absenteeism
- ▶ Autonomous work teams to improve cohesiveness

Question No: 29 (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**

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

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

Which of following is NOT an employee's responsibility regarding career development?

- ▶ Managing reputation

▶ **Building and maintaining networks**

- ▶ Creating growth opportunity
- ▶ Staying updated

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

A manager who develops a new chemical formula for a Stain Remover is demonstrating which of the following skills?

- ▶ Interpersonal skills

▶ **Technical skills**

- ▶ Diagnostic skills
- ▶ Conceptual skills

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

Mr. Usman is procurement manager in a manufacturing corporation. He always manages to purchase low cost and high quality raw material from the suppliers by using his strong negotiation skills. Which of the following approach he is practicing to gain organizational effectiveness?

- ▶ The internal system approach
- ▶ The external resource approach
- ▶ The organizational process approach

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► **Technical approach**

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

The process of managing emotions with organizationally desired emotions exhibit which of the following concept?

- Emotional frustration
- Emotional contagion
- **Emotional labor**
- Emotional conflict

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

Categorizing or labeling people on the basis of a single attribute is called:

- Attribution
- **Prejudice**
- Stereotyping
- Selective perception

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

Manager of Rising Sun Corporation assigned a task to a group of 10 people. After a week, he found that the progress of the task was very slow and all the employees are performing low. Manager attributed it to the external factors because of which of the following?

- **Low consistency**
- High distinctiveness
- Low distinctiveness
- High consensus

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

Which of the following is the input of a job according to equity theory?

- **Effort**
- Pay
- Benefits
- Promotion

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

Mr. Farhan as a member of a group, working in a research center, always tries to

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harmonize the activities of his group members and encourages them in tensed situations.

Which of the following group roles is Mr. Farhan performing?

- ▶ Task-oriented roles
- ▶ Relations-oriented roles
- ▶ **Self-oriented roles**
- ▶ Maintenance-oriented roles

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

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

- ▶ **Bounded rationality**
- ▶ Three component model
- ▶ Contingency
- ▶ Rational

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

All of the following are examples of downward communication flow **EXCEPT**:

- ▶ Managers informing employees of procedures
- ▶ Managers pointing out problems that need attention
- ▶ **Employees completing attitude surveys**
- ▶ Managers telling employees to work more quickly

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

ABC Corporation is a multinational organization, dealing in almost 100 different divisions which consist of almost 800 products. ABC Corporation has given almost complete authority to its 100 operating divisions to develop and market their own products. It is an example of which of the following?

- ▶ Centralization
- ▶ **Decentralization**
- ▶ Formalization
- ▶ Unity of command

Question No: 41 (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

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- ▶ All of the given options

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

Ahmed is an auto worker, he installs tail-lights one week and windshields on the next week. It is an example of which of the following work redesign options?

- ▶ Job enlargement
- ▶ Job enrichment
- ▶ **Job rotation**
- ▶ Job specification

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

Mr. Furqan, the CEO of Green world Corporation, asked for a change in production process. Employees thought that this change would bring no good for the company rather it would increase the cost. But they did not resist and accept the change. Employees adopted which of the following conflict management style?

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

Question No: 44 (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: 45 (Marks: 1) - Please choose one

What the CEO would be likely to do to increase the efficiency?

- ▶ Create a flat hierarchy
- ▶ **Consolidate levels of authority**
- ▶ Create a new level in the hierarchy
- ▶ Create a maximum chain of command.

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

An alternative work arrangement in which employees must be present to perform job

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duties during a required core time but starting and ending work times can vary is called which of the following?

- ▶ Job sharing
- ▶ Compressed workweek scheduling
- ▶ **Task restructuring**
- ▶ Flextime

Question No: 47 (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: 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 different dimensions of culture?

There are different dimensions of culture which has been mentioned below.

- 1- Innovation
- 2- Stability
- 3- outcome orientation
- 4- People orientation
- 5- Risk taking
- 6- Rewards,
- 7- Planning
- 8- Decision Making
- 9- Team orientation

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- 10- Team work
- 11- Management practices.

Question No: 50 (Marks: 3)

Explain the difference between outsourcing, off shoring and job migration.

The difference between outsourcing between off shoring and Job migration is following below.

1- Off Shoring

The main important factor is off shoring is contracting out of work to persons in other countries.

2- Job Migration:

The job migration is a movement of job from one location or country to another.

Question No: 51 (Marks: 5)

Explain the different dimensions through which globalization has impacted the organization's environment.

There are four important factors impacted which has been mentioned in following are the implications of globalizations:

- 1-Need sensitivity more to cultural difference
- 2-More competition, mergers, stress.
- 3-New organizational structures
- 4-Different communication of forms.

Organizations enlarge of globally to the gain of access resources to sell output. Company has seeked the expertis to found the an othe country like a Italian automakers or Japanes engineer. Customer has a resourced that to motivates companies to enlarge globally.

Global organizations must recognize the expression of cultural values such as different kind of story, ceremony and the symbol of face the local people. People from other countries have nonverbal communication of difficuliteis of different trends.

Global Economy

A global economy has multicultural workforces, Information technology and electronic communication, promoted a global economy. A global organization is an organization which produces the sells or good or services more than one countries. The benefit of

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global environment an organization has to manage the activities at the material intermediate manufacturing and other method of organization can use to control these activities include exporting licensing.

Question No: 52 (Marks: 5)

In your opinion what are the possible advantages and disadvantages of Job Rotation?

According to my view the job rotation and temporary assignments in other department to help people see other point of view. Transfer, promotions and firing the individual from critical situations.

Job rotation: “Involve moving employees from one job to another for the goal of providing them with broader experience”.

Question No: 53 (Marks: 5)

Explain team building technique. Why organizations use team building technique for organizational development?

Building Techniques:

Building Techniques are utilizes high interaction group activity to increase the trust openness among teams groups. Below are following steps which is using the team building for organizational development.

- 1- Team building is valid to the case in inter dependence when objective is to improve the coordinative efforts is of groups then the result in increased the teams performance evaluation.
- 2- The activities will be considered in the group or team building typically include the purpose of setting or development relations among the team members roles, analysis.
- 3- It also can be applied the within groups or the inter group of level.
- 4- Team building attempts to use high interaction among members to increase trust.
- 5- Team building might be address itself to clarify to each members role on the team.

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