

ORGANIZATIONAL BEHAVIOR

This test looks at individual behavior within an organizational setting. It examines the relationship of an individual's personality, perceptions, motivation with the tasks assigned; groups interacted with, management and the dynamics of the organization. Topics include: historical roots of organizational behavior; individual differences; motivation and reinforcement; work stress; job design; group dynamics; leadership, power and politics; careers; performance appraisal; structure and design; technology; culture; communication; organizational change and development. (3 s.h.) MAN-311-TE or PSY-361-TE

This is a two-hour examination in which you must answer 100 multiple-choice questions (worth 1 point each). A passing score is **60** out of 100 points.

Here are the topics covered and their approximate importance on the test:

- I. INTRODUCTION (10%)
 - A. What is organizational behavior?
 - B. Historical roots of organizational behavior
- II. INDIVIDUAL BEHAVIORAL DIFFERENCES (30%)
 - A. Individual behavior differences
 - B. Motivation and reinforcement
 - C. Workplace stress
- III. ORGANIZATION CHARACTERISTICS (15%)
 - A. Work design
 - B. Organization structure
- IV. BEHAVIOR WITHIN ORGANIZATIONS (30%)
 - A. Group and team behavior
 - B. Conflict and negotiation
 - C. Leadership: fundamentals and changing concepts
 - D. Power and politics
- V. ORGANIZATION PROCESSES (15%)
 - A. Decision-making
 - B. Communications
 - C. Organization change and learning

Textbooks to help you prepare:

Gibson, James, John Ivancevich and James Donnelly. *Organizations: Behavior, Structure, Processes*. Current edition. Boston: McGraw-Hill

Moorhead, Gregory and Ricky Griffin. *Organizational Behavior: Managing People and Organizations*. Current edition. Boston: Houghton Mifflin

SAMPLE QUESTIONS

1. Concerning organizational cultures,
 - a. a strong culture is a more productive environment
 - b. a weak culture is a more productive environment
 - c. the specific culture that contributes to positive effectiveness is well known
 - d. the stronger the culture, the more influential it is on employee behavior
2. Shared organizational values are
 - a. unconscious, affective desires or wants that guide society's behavior
 - b. influenced by international values
 - c. different for the various components of a diverse work force
 - d. a myth
3. Which of the following best explains why an employee behaves as s/he does?
 - a. The environment is the most important consideration in understanding individual employee behavior.
 - b. Both the environment and individual differences are important considerations in understanding individual employee behavior.
 - c. Neither the environment nor individual differences are important considerations in understanding individual employee behavior.
 - d. Employee personality and attitudes are primarily dictated by the environment.
4. Motivation is important to managers because
 - a. it is a significant contributor to high performance
 - b. it does not explain the differences in intensity of behavior
 - c. it explains the differences in attitude and personality
 - d. not all employees know how to use it effectively
5. Considering extrinsic rewards,
 - a. money modifies behavior irrespective of the perceptions and preferences of the person being rewarded
 - b. recognition is a powerful motivating reward for everyone
 - c. upper management compensation is a strong incentive for lower-level employees to work harder
 - d. benefits are usually based on longevity, not performance
6. In order from lowest to highest, what are Maslow's five classes of needs?
 - a. Social—esteem—physiological—safety—self-actualization
 - b. Physiological—safety—social—self-actualization—esteem
 - c. Physiological—safety—social—esteem—self-actualization
 - d. Self-actualization—esteem—safety—social—physiological
7. A lack of clarity concerning what will happen is referred to as
 - a. temporal
 - b. predisposition
 - c. uncertainty
 - d. negation

8. Employees with relatively weak higher-order needs are _____ concerned with variety and autonomy.
- less
 - more
 - very
 - extremely
9. Which of the following is a strategy of job design that increases job depth by meeting employees' needs for psychological growth?
- Job rotation
 - Job enrichment
 - Job enlargement
 - Job enrichment and job enlargement
10. What is the key word in understanding organization structure?
- Control
 - Change
 - Process
 - Delegation
11. Organization structures
- affect group behavior more than individual behavior
 - change rapidly to meet environmental and market changes
 - contribute positively to organizational performance
 - can be defined simply as activities that occur regularly
12. Groups created by managerial decision in order to accomplish stated goals of the organization are called
- formal groups
 - informal groups
 - task groups
 - interest groups
13. Continued membership in a group will usually require
- supporting the group leader
 - conforming to group norms
 - encouraging cohesiveness in the group
 - developing a status system
14. Which of the following is true of managers in relationship to conflict?
- Managers generally encourage low levels of conflict because it improves performance, up to a certain point.
 - Managers generally ignore conflict.
 - Managers attempt to eliminate conflict because the organization rewards them for keeping conflict out of their area of responsibility.
 - Managers show no consistent attitude toward conflict.

15. It appears that
- successful leaders tend to be more intelligent than followers
 - there is no link between intelligence of the leader and success
 - intelligence is the most important "ability" trait in leaders
 - persons with creativity make the best leaders
16. Concerning leadership concepts,
- leader roles are unnecessary in organizations like Gore-Tex, where a self-leadership approach is used
 - it is likely that a particular set of leader characteristics and behaviors do suit specific situations and groups
 - it is likely that the need for leaders will decline in the 21st century due to more decentralized structures
 - the military model of leadership will become more popular in the 21st century
17. The definition of communication implies that
- communication is mostly verbal
 - communication is mostly written
 - most communication is in a vertical direction
 - understanding must occur to have communication
18. The LEAST-used communication channel in an organization is usually
- upward
 - downward
 - diagonal
 - horizontal
19. Specific procedures developed for repetitive and routine problems are
- autocratic decisions
 - programmed decisions
 - easy decisions
 - non-programmed decisions
20. An important potential environmental source of change is
- a new competitive product
 - dissatisfied employee attitudes
 - employee grievances
 - a wildcat strike

ANSWERS TO SAMPLE QUESTIONS

1. **d** 2. **c** 3. **b** 4. **a** 5. **d** 6. **c** 7. **c** 8. **a** 9. **b** 10. **a**
11. **d** 12. **a** 13. **b** 14. **c** 15. **a** 16. **b** 17. **d** 18. **d** 19. **b** 20. **a**