

**Simon Fraser University
Faculty of Business Administration**



BUS 272: Behaviour in Organizations

Sample Midterm Exam

SOLUTIONS are marked with double parenthesis →))

Time: 90 minutes

Closed Book: No Supplementary Materials Allowed

Instructions: Choose the answer that provides the BEST answer to the question!

1. Questions must be answered on the answer sheet. You must use a pencil.
2. All pages of this examination must be returned.
3. This examination has 5 pages.

CAUTION — In accordance with the Academic Honesty Policy (T10.02), academic dishonesty in any form will not be tolerated. Prohibited acts include, but are not limited to, the following:

- making use of any books, papers, electronic devices or memoranda, other than those authorized by the examiners.
 - speaking or communicating with other students who are writing examinations.
 - copying from the work of other candidates or purposely exposing written papers to the view of other candidates.
-

Student Number: _____

Student Name (Print): _____

Student Signature: _____

SCENARIO 1

You are an OB specialist at XYZ University and have been charged with the task of bringing together faculty from different behavioural disciplines to author a new textbook in organizational behaviour. You have faculty from the fields of psychology, sociology, social psychology, anthropology, and political science. The key tasks here are to consider the various ideas and structure them in such a manner as to provide a clear and plausible description of organizational behaviour and how it applies to the work environment.

- 1 Referring to **SCENARIO 1**, you should expect that the faculty member from which field will probably contribute information about inter-group behaviour:
 - A) sociology
 - B) psychology
 - C) social psychology
 - D) anthropology
 - E) a and c

- 2 Referring to **SCENARIO 1**, information on which of the following would probably not be a contribution from the faculty member from political science:
 - A) conflict
 - B) power
 - C) organizational change
 - D) intra-organizational politics
 - E) political environment

- 3 Referring to **SCENARIO 1**, who would you expect to address issues of communication:
 - A) the psychologist
 - B) the anthropologist
 - C) the political scientist
 - D) the social psychologist
 - E) the sociologist

- 4 Referring to **SCENARIO 1**, one of the major considerations which will need to be clearly portrayed is that:
 - A) organizational behaviour is an applied behavioural science.
 - B) organizational behaviour is largely theoretical and difficult to apply to the real world.
 - C) leadership cannot be readily studied or understood through organizational behaviour.
 - D) relationships between leadership and decision making are not clear.
 - E) organizational behaviour is based largely upon an intuitive approach.

- 5 An employee who actively helps colleagues, takes minimal breaks, and alerts others to work-related problems is:
 - A) high in job satisfaction.
 - B) an organizational citizen.
 - C) high in job stability.
 - D) high in organizational commitment.
 - E) low in organizational loyalty.

SCENARIO 2

You are the manager of a small retail store and have decided to apply the Big Five Model in order to understand your employees and their work habits.

- 6 Referring to **SCENARIO 2**, Mike Jackson, one of your newest employees, is an extrovert. Which of the following statements is not true:
- A) Mike will perform well as a salesman.
 - B) Mike is gregarious.
 - C) Mike is assertive.
 - D) Mike will be quite comfortable with solitude.
 - E) Mike is sociable.
- 7 Referring to **SCENARIO 2**, Jane Simpson rates low on conscientiousness. You should expect she would:
- A) be easily distracted.
 - B) find comfort in the familiar.
 - C) be nervous, depressed, and insecure.
 - D) be comfortable with solitude.
 - E) be achievement oriented.
- 8 Referring to **SCENARIO 2**, which of the five personality dimensions are probably most important in predicting job performance:
- A) extroversion
 - B) agreeableness
 - C) conscientiousness
 - D) emotional stability
 - E) openness to experience
- 9 Tim always tried to do the right thing for everyone involved whenever he was faced with a dilemma that affected other people at work. Which of the "Magnificent Seven Principles" is he exhibiting:
- A) dignity of human life
 - B) autonomy
 - C) honesty
 - D) loyalty
 - E) the common good
- 10 Ada, who recently relocated from Greece to the United States, and was surprised to see how much emphasis was placed there on rewarding group members for performance improvements and excellence. Thus, in her view, the U.S. emphasized:
- A) power distance
 - B) a performance orientation
 - C) autonomy
 - D) assertiveness
 - E) a future orientation

SCENARIO 3

You are a new employee just hired with Acme Inc. Your supervisor has explained your job to you and has indicated that you will have a great deal of control over your job once you become proficient at it. He compliments your history of accepting responsibility and suggests that you are to feel free to offer constructive criticism about the way your job is structured.

- 11 Referring to **SCENARIO 3**, your supervisor seems to assume that your basic nature is:
- A) Theory X.
 - B) Theory Y.
 - C) Theory Z.
 - D) based on Herzberg's motivation-hygiene theory.
 - E) Theory Y and Z combined.
- 12 Referring to **SCENARIO 3**, as a Theory Y manager, your supervisor can be expected to do all of the following, except:
- A) assume that you will be internally motivated.
 - B) assume that you want to do your job.
 - C) allow you freedom to do your job as you believe it should be done.
 - D) monitor your work closely for signs that you are "slacking off."
 - E) support your efforts to develop your job to enable self-direction.

SCENARIO 4

You graduated from college two years ago and began working at Hampstead Electronics. You have received good performance evaluations and a raise. You just found out that a recent college graduate with no experience has been hired at a higher salary than you are now making.

- 13 Referring to **SCENARIO 4**, which theory will you probably use in evaluating how you regard this situation:
- A) equity
 - B) expectancy
 - C) goal setting
 - D) reinforcement
 - E) performance-reward
- 14 Referring to **SCENARIO 4**, your referent comparison for equity theory is termed:
- A) self-inside.
 - B) self-outside.
 - C) other-inside.
 - D) other-outside.
 - E) self-other.
- 15 Terry likes to see a direct connection between her performance and the extent to which she is compensated. Terry thus prefers a:
- A) merit-based pay program.
 - B) seniority-based pay program.
 - C) inflation-based pay program.
 - D) variable pay program.
 - E) profit sharing pay program.

SCENARIO 5

Several years ago, Ted Brown began a small retail store to sell computer parts. The store grew and the business expanded to offer computer repair and custom computer programming. Clients started to expand from the normal walk-in customer to small- and medium-sized businesses. To accommodate this expansion, Ted had to hire additional personnel. He has noticed, however, that his new employees have definite expectations about what their appropriate role within the expanding company should be.

- 16 Referring to **SCENARIO 5**, Which of the following statements about role expectations is false:
- A) Each person will be expected to play a number of diverse roles
 - B) Most people have the ability to shift roles rapidly when they recognize that the situation and its demands require major changes
 - C) Role perception is how other people believe they are expected to act in their given role
 - D) It may be helpful to view role expectations through the perspective of a psychological contract
 - E) Behaviour varies with the roles being assumed
- 17 Referring to **SCENARIO 5**, John is expected to help customers in the retail store as well as perform computer repair work. He feels that every time he gets started on a repair, he is interrupted and does not know whether to finish his repair or wait on the customer. John suffers from:
- A) role conflict.
 - B) role expectations.
 - C) role perception.
 - D) role identity.
 - E) role ambiguity.
- 18 If a country put a high value on uncertainty avoidance, it would prefer the reward preference of:
- A) pay for performance.
 - B) individual incentives.
 - C) flexible benefits.
 - D) seniority-based pay.
 - E) workplace child-care programs.
- 19 If a hard-working athlete or student with modest abilities consistently outperforms a more gifted, but lazy, rival, this indicates that:
- A) if both ability and motivation are inadequate, performance will be negatively affected.
 - B) if either ability or motivation is inadequate, performance will be negatively affected.
 - C) if either ability or compensation is inadequate, performance will be negatively affected.
 - D) if either ability or motivation is inadequate, performance will be positively affected.
 - E) if both ability and motivation are inadequate, performance will be negatively affected.
- 20 Groups of students who are friends often choose seats near each other on the first day of class and become upset if an outsider takes "their" seats in a later class. This is an example of the development of norms through:
- A) groupthink.
 - B) primacy.
 - C) structure.
 - D) gatekeeping.
 - E) initiating.