

**Simon Fraser University
Faculty of Business Administration**



BUS 272: Behaviour in Organizations

Sample Final Exam

SOLUTIONS are noted with double parenthesis →))

Time: 150 minutes (2.5 hrs)

Closed Book: No Supplementary Materials Allowed – turn-off and put away all electronics!!!

Instructions: Choose the answer choice 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 **7** 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
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Student Number: _____

Student Name (Print): _____

Student Signature: _____

MULTIPLE CHOICE QUESTIONS (1 mark each)

Note your BEST answer beside the appropriate question on your Answer Sheet.

- 1 In the field of organizational behaviour, organizations are best described as:
 - A) legal entities that must abide by government regulations and pay taxes.
 - B) physical structures with observable capital equipment.
 - C) social entities with a publicly stated set of formal goals.
 - D) groups of people who work interdependently towards some purpose.
 - E) any social entity with profit-centered motives and objectives.

- 2 The biggest source of conflict among members of John's staff is they complain that they don't have as many resources to work with as other departments do. This conflict could be managed effectively by:
 - A) authoritative command.
 - B) altering the human variable.
 - C) altering the structural variables.
 - D) expansion of resources.
 - E) avoidance.

- 3 Terri is an expert at email correspondence. She is particularly adept at conveying the exact emotion that she wishes to convey, judging whether her message should be formal or informal, as well as being consistent with the verbal style of the sender. Thus, she is exhibiting:
 - A) situational leadership.
 - B) online leadership.
 - C) charismatic leadership.
 - D) transformational leadership.
 - E) transactional leadership.

- 4 After working for her new company for a few weeks, Sheila was a little disillusioned because what she was told at the outset about it did not seem to match with reality. She was at which stage of the socialization process:
 - A) prearrival.
 - B) encounter.
 - C) metamorphosis
 - D) osmosis.
 - E) disappointment.

- 5 Which of the following statements is FALSE:
 - A) Employment relationships are shifting towards the idea that companies must provide employees a high degree of job security, possibly even a job for life.
 - B) Generation-X employees bring somewhat different values and needs to the workplace than those of baby boomers.
 - C) The workforce is becoming more diverse.
 - D) Successful firms increasingly rely on values rather than direct supervision to guide employee decisions and behaviour.
 - E) More work/life balance is an emerging issue in the employment relationship.

- 6 Steve is greatly admired in his organization as he is a very innovative thinker with respect to all aspects of the organization. He is exhibiting:
- A) supervision.
 - B) management.
 - C) leadership.
 - D) transformation.
 - E) charisma.
- 7 Donna believes in using communication channels that are high in richness as often as possible. Thus, she would likely favour:
- A) memos.
 - B) email.
 - C) voicemail.
 - D) face-to-face conversation.
 - E) online discussion groups.
- 8 Which of the following describes the tendency for people to perceive others in stereotypical ways:
- A) representative heuristic
 - B) availability heuristic
 - C) escalation of commitment
 - D) heuristical fallacy
 - E) bounded discretion
- 9 Which discipline has provided organizational behaviour with much of its theoretical foundation for team dynamics, organizational power and organizational socialization:
- A) Sociology
 - B) Psychology
 - C) Economics
 - D) Industrial engineering
 - E) Political science
- 10 An interviewer who was expecting a female applicant to put her family ahead of her career is using:
- A) prejudice.
 - B) selective perception.
 - C) nonverbal communication.
 - D) filtering.
 - E) organizational expectation.
- 11 If you are goal-oriented, thrive on competition, like clearly structured work tasks, enjoy taking risks, and are able to deal openly with conflict, then you are well matched to work in which culture:
- A) networked
 - B) mercenary
 - C) fragmented
 - D) solidarity
 - E) communal

- 12 The amount of outputs relative to inputs in the organization's transformation process is referred to as:
- A) organizational efficiency
 - B) organizational effectiveness
 - C) organizational deficiency
 - D) transformational quotient
 - E) organizational footprint
- 13 Omar has noticed that a chronic problem facing the team that he is on at work is that, because there is pressure to conform, it does not usually adequately consider other alternatives that are less popular and less well known. This phenomenon is known as:
- A) groupshift.
 - B) perceptual bias.
 - C) randomness error.
 - D) availability bias.
 - E) groupthink.
- 14 John is very effective at acting within the established culture of the organization, and gets a lot done with this approach. John is exhibiting:
- A) supervision.
 - B) leadership.
 - C) management.
 - D) transformation.
 - E) charisma.
- 15 Ted's company recently merged with another company. There is little overlap in the industries in which the two companies operate. The best approach to merging the cultures would be:
- A) assimilation.
 - B) separation.
 - C) integration.
 - D) groupthink.
 - E) community.
- 16 Workforce diversity:
- A) includes the entry of younger people to the workforce.
 - B) can potentially improve decision making and team performance in organizations.
 - C) is increasing in Canada.
 - D) includes the increasing proportion of visible minorities in the workforce.
 - E) All of the answers are correct.
- 17 Corry has always believed that in order to generate new, creative ideas, a group setting is the best. Thus, in terms of creativity, he considers groups to be:
- A) more efficient than individuals.
 - B) less effective than individuals.
 - C) less efficient than individuals
 - D) more effective than individuals.
 - E) as effective as individuals.

- 18 Tori is considered to be the office gossip. One of her most annoying habits is her persistent use of the phrase "rumour has it..." when speaking to her colleagues. Tori's source of information is likely the:
- A) formal communication network.
 - B) feedback loop.
 - C) communication apprehension.
 - D) informal communication network.
 - E) electronic communication network.
- 19 Which of these statements about globalization and organizational behaviour is TRUE:
- A) Globalization has little or no effect on organizational behaviour.
 - B) Globalization has forced organizational behaviour researchers to study only large multinational businesses.
 - C) Globalization emphasizes the need to recognize the contingencies of effective organizational behaviour practice in diverse cultures.
 - D) Globalization has forced organizational behaviour textbooks to study only companies with headquarters in North America.
 - E) Globalization has forced organizational behaviour researchers to study only large multinational businesses and forced organizational behaviour textbooks to study only companies with headquarters in North America.
- 20 Stable, long-lasting beliefs about what is important in a variety of situations are:
- A) called intellectual capital.
 - B) the foundations of the open systems anchor.
 - C) the main reason why organizations fail to adapt.
 - D) rarely studied in the field of organizational behaviour.
 - E) called values.
- 21 Which of these statements about corporate social responsibility (CSR) is FALSE:
- A) Most companies now publicly report on their CSR practices.
 - B) CSR emphasizes the economic, social, and environmental spheres of sustainability.
 - C) Most Canadians expect companies to engage in CSR.
 - D) CSR is closely related to the topics of values and ethics.
 - E) An organization's perceived level of CSR influences whether people apply for work with that organization.
- 22 Kayla is considered to be a "political animal," but one of her redeeming qualities is that she is adept at influencing others in such a way that it enhances THEIR own objectives. This is known as:
- A) political behaviour.
 - B) influence.
 - C) political skill.
 - D) dependency.
 - E) harassment.
- 23 Organizational Citizenship refers to:
- A) the employee's right to vote for the company president.
 - B) employee behaviours that extend beyond normal job duties.
 - C) the organization's obligations to society.
 - D) the organization's attachment to a particular country rather than being a global entity.
 - E) the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity

- 24 Which of the following refers to goal-directed activities under the individual's control that support organizational objectives:
- A) Competencies
 - B) Task performance
 - C) Aptitudes
 - D) Direction
 - E) Motivation
- 25 The topic of ethics is most closely associated with:
- A) workplace values.
 - B) the scientific method.
 - C) workforce diversity.
 - D) the open systems anchor.
 - E) the contingency approach to organizational behaviour.
- 26 What effect does telecommuting have in the workplace:
- A) Telecommuting tends to improve the teleworker's work/life balance.
 - B) Telecommuting forces corporate leaders to evaluate employees more from their work results rather than their 'face time'.
 - C) Under some circumstances, telecommuting increases the teleworker's productivity.
 - D) Telecommuting increases the risk that employees feel socially isolated from each other.
 - E) All of the answers are correct.
- 27 The production department at RLM Inc. is always in conflict with the sales department because the former accuses the latter of promising delivery dates to customers that are unrealistic. This is an example of conflict resulting from:
- A) communication.
 - B) personalities.
 - C) tasks.
 - D) structure.
 - E) management.
- 28 Virtual work:
- A) is more common in Canada than in the United States.
 - B) occurs when job applicants are asked to pretend they are performing the job in the interview setting in order to determine their ability to perform that work.
 - C) tends to improve an employee's social involvement in the organization.
 - D) can potentially reduce employee stress.
 - E) None of the answers apply.
- 29 Values have become more important in organizational behaviour because of:
- A) increased demand for corporate social responsibility.
 - B) increased pressure on organizations to engage in ethical practices.
 - C) direct supervision is expensive and incompatible to today's workforce.
 - D) All of the above answers are correct.
 - E) None of the answers apply.

- 30 When Antonio gets into a disagreement with coworkers, he is prone to trying to intimidate them by sometimes even making physical contact by pushing them. This is an example of:
- A) functional conflict.
 - B) affective conflict.
 - C) annihilatory conflict.
 - D) personality conflict.
 - E) task conflict.

MATCHING QUESTIONS (1 mark each):

These questions are in sets of five. For each question use the corresponding letter choice (from the same set). Note your BEST answer beside the appropriate question on your Answer Sheet.

Which types of power are described in the following examples:

31	Keisha is considered to be an intimidating boss. It is well known throughout the organization that if you do something wrong in her view, she will get angry and make things difficult for you.	A) Referent	C))
32	Lisa works in the Human Resources Department, and everyone tries to do favours for her because she has the ability to give special benefits to employees like free corporate tickets to hockey games.	B) Legitimate	D))
33	Yanni has been with the organization for 25 years, so even though he hasn't ever been promoted, he is held in high regard, and co-workers often defer to his judgment because of his experience and vast knowledge.	C) Coercive	E))
34	Nicole is a rather abrasive boss, but she is the boss and no one contests that she has earned her position. Thus, when she asks you to do something within the realm of your responsibilities, you do it to the best of your abilities.	D) Reward	B))
35	Gino is a very popular boss and his staff will "walk through walls" for him.	E) Expert	A))

Sally is assembling a team to work on a long-term project, which requires creativity, stamina, and farsightedness. Sally is in the process of selecting individuals who will significantly contribute to the project's success. The only information available to Sally is the Myers-Briggs type of each applicant. Sally must use her knowledge of the four basic characteristics of each person to choose individuals appropriate for various situations.

36	Sally has to choose a lead person for the team. This person must have great vision and must have an original mind with great drive.	A) ESTJ	D))
37	Sally is looking for an organized person whom she can depend upon to be practical and realistic, and be able to supervise others.	B) ENTP	A))
38	Sally requires an individual who is innovative, individualistic, versatile and attracted to entrepreneurial ideas.	C) INFJ	B))
39	Sally needs the counsellor, an insightful, creative, compassionate, and dedicated individual who can understand the emotions of those around them.	D) INTJ	C))
40	Sally also needs an independent, logical, practical, and responsible person who can keep track of all the deadlines and inspect specifications.	E) ISTJ	E))