

Final Exam  
ADM 2336 Sections B & C

Organizational Behaviour  
December 10, 2006  
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CAREFULLY READ AND FOLLOW THESE INSTRUCTIONS:

- 1) Answer all questions. Write your answers computer readable answer sheet and follow the marking directions.
- 2) Books and notes are prohibited. All calculators, cellular phones and dictionaries are prohibited.
- 3) Do not ask the professors or invigilators to interpret the exam questions.
- 4) Do not remove the staple.
- 5) Return all examination materials (including the questionnaire) before leaving the examination hall.
- 6) Complete the peer evaluation form before leaving the examination hall.

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Exam Name

MULTIPLE CHOICE.

Choose the one alternative that best completes the statement or answers the question.

1) The most important goal of virtually all organizations is

- A) cost reduction.
- B) increased productivity.
- C) survival.
- D) personnel development.
- E) profit.

2) Which of the following statements best defines an "organization"?

- A) A combination of people and physical capital designed to accomplish a common goal.
- B) A group which accomplishes common goals through social interactions and individual effort.
- C) A collection of formally organized social entities.
- D) A social invention for accomplishing common goals through group effort.
- E) A social convention for accomplishing individual goals through group effort.

3) Who was the father of scientific management?

- A) Frederick Taylor
- B) Elton Mayo
- C) Henri Fayol
- D) Max Weber
- E) Lyndall Urwick

4) The contingency approach to management suggests that

- A) the best management style depends on the size of the organization.
- B) one management style should work for all individuals.
- C) management style makes no difference.
- D) management style depends on the demands of the situation.
- E) management styles are constantly changing.

5) An individual's personality encompasses

- A) a constantly shifting set of personal characteristics.
- B) all aspects of the individual's consciousness.
- C) a relatively stable set of psychological characteristics.
- D) all aspects of the individual's physical and emotional response to their environment.
- E) behaviours which are mostly learned through childhood experience.

6) Personality is most commonly thought to consist of dimensions.

- A) seven
- B) four
- C) six
- D) five
- E) three

7) Learning is

- A) concerned with both permanent and temporary changes.
- B) a relatively permanent change in behaviour potential due to experience.
- C) a relatively temporary change in behaviour potential due to experience.
- D) related to behaviour more than experience.
- E) not directly related to behaviour or experience.

8) Gary Reynolds is the CEO of Reynolds Software Limited. He attributes his success to careful planning, hard work, and a good business education. In terms of locus of control, Gary is most likely a(n)

- A) extravert.
- B) introvert.
- C) external.
- D) internal.
- E) high self-monitor.

9) Which of the following is NOT one of the four primary categories of learning content in organizations?

- A) financial management
- B) intrapersonal skills
- C) practical skills
- D) interpersonal skills
- E) cultural awareness

10) Ron is a sensitive person, and he works very hard so that his boss doesn't criticize him. Criticism is a(n) [BLANK] of Ron's work.

- A) punisher
- B) extinguisher
- C) positive reinforcer
- D) negative reinforcer
- E) continuous reinforcer

11) If a behaviour is increasing in probability, we can be certain that it is not being

- A) negatively reinforced.
- B) positively reinforced.
- C) extinguished.
- D) modeled.
- E) learned.

12) Which of the following statements most accurately defines "perception"?

- A) Perception is reality.
- B) Perception is the tendency to attribute one's own thoughts and feelings to others
- C) Perception is the process by which motives are assigned to explain people's behaviour.
- D) Perception is the process of interpreting messages of our senses to provide meaning.
- E) Perception is the tendency to generalize about people and ignore variations between individuals.

13) Which of the following statements is indicative of an implicit personality theory on the part of the speaker?

- A) "Introverts are honest."
- B) "Teenagers drive more recklessly than seniors."
- C) "Roger is aggressive."
- D) "Accountants are intelligent."
- E) "Women make bad managers."

14) "You're just like me. I despise you." Which perceptual tendency might the speaker be revealing?

- A) Similar-to-me effect
- B) Self-serving bias
- C) Actor-observer effect
- D) Projection
- E) Central Trait

15) A reporter covering a price fixing trial felt that the alleged price fixer was a crook. The alleged price fixer testified that his boss pressured him to engage in illegal activities. The alleged price fixer felt that the reporter's stories about the trial were the product of a vindictive and nasty mind. The price fixer explained his own behaviour [BLANK] and that of the reporter [BLANK].

- A) situationally; dispositionally
- B) dispositionally, dispositionally
- C) desperately, consistently
- D) situationally; situationally
- E) dispositionally; situationally

16) "I don't really like you very much, and this causes me to overlook a number of your good qualities." This is an example of

- A) the halo effect.
- B) implicit personality theory.
- C) stereotyping.
- D) central tendency.
- E) harshness.

17) "He does it everywhere, he does it all the time, and no one else does it." Which attribution is the speaker likely to make?

- A) Dispositional
- B) Self-serving
- C) Actor-observer effect
- D) Temporary situation
- E) Situational

18) Which of the following statements about the cultural value of power distance is FALSE?

- A) In high power distance cultures the unequal distribution of power is acceptable to members of the culture.
- B) High power distance cultures tend to also be individualistic, rather than collective, cultures.
- C) Japan has higher power distance than Canada.
- D) Superiors tend to be accessible in low power distance cultures.
- E) Denmark has lower power distance than Mexico.

19) In a collective culture

- A) it may be a good idea to reward groups rather than individuals.
- B) loyalty to one's family or clan are downplayed.
- C) interdependence is minimized.
- D) power distance tends to be low.
- E) privacy and personal initiative are stressed.

20) Which of the following conditions is most likely to provoke cognitive dissonance for the person described?

- A) Jack has a very routine job.
- B) Gina got frustrated and yelled at an employee she actually likes.
- C) Tom was absent from work ten days in the last two months.
- D) Alex went to see the movie which his friend recommended.
- E) Rebecca didn't sell many products last quarter so she received a low commission.

21) Discrepancy theory suggests that job dissatisfaction develops when

- A) job outcomes don't match job inputs.
- B) workers begin to take benefits for granted.
- C) workers don't see their jobs as offering what they want.
- D) supervisors and employees differ radically in their values.
- E) work is unchallenging and repetitive.

22) Attitudes are a function of

- A) what we do and what we want.
- B) what we obtain and what we want.
- C) what we feel and intend to do.
- D) what we think and what we feel.
- E) what we think and what we see.

23) Here is an equity equation for Louis and Rita, both of whom agree that all figures are accurate:

Louis:

Outcomes = 19

Inputs = 7

Rita:

Outcomes = 10

Inputs = 5

According to equity theory:

- A) Rita should be experiencing inequity.
- B) Rita and Louis should be experiencing job satisfaction.
- C) Louis and Rita should be experiencing equity.
- D) Louis should be experiencing equity.
- E) None of the above.

24) A fairly stable evaluative tendency to respond consistently to some specific object, situation, person, or category of people is called a(n)

- A) belief.
- B) value.
- C) cognitive dissonance.
- D) attitude.
- E) facet.

25) Which of the following equations is accurate?

- A) Attitude + value = belief.
- B) Attitude + belief = value.
- C) Input + outcome = equity.
- D) Belief + value = attitude.
- E) Belief + behaviour = attitude.

26) What factor would be most likely to boost continuance commitment?

- A) Organizational ideology
- B) Friendly supervision
- C) A generous pension fund
- D) Interesting work
- E) Moving to a new community

27) What are emotions?

- A) Intense, often long-lived, feelings caused by a particular event.
- B) Intense, often short-lived, diffuse feelings.
- C) Intense, often short-lived, feelings caused by a particular event.
- D) Subtle, often long-lived, diffuse feelings.
- E) Subtle, often short-lived, diffuse feelings.

28) Which of the following is an example of emotional contagion?

- A) Pleasant service encounters contribute to the service provider's satisfaction as well as to that of the customer.
- B) An employee who is angry at work is also angry at home.
- C) When an employee's emotions are in a constant state of change.
- D) All employees must do certain things in spite of their true mood and emotions to provide pleasant service encounters.
- E) An employee who has low satisfaction at work will also have low satisfaction outside of work.

29) According to the expectancy theory of motivation, if we find that workers feel that they are unable to perform at a high level, we are dealing with a problem of

- A) instrumentality.
- B) second-level outcomes.
- C) relatedness.
- D) valence.
- E) expectancy.

30) The consultant said to a client company "Look, you people offer the highest pay in the industry! If you tied it to performance you'd get some motivational punch." The consultant is saying that

- A) expectancy is high.
- B) second-level valence is low and instrumentality is low.
- C) instrumentality is low and second-level valence is high.
- D) second-level valence is low and instrumentality is high.
- E) expectancy is low.

31) Which of the following is a good practical example of goal challenge?

- A) Encourage a D student to set a goal of achieving As in the coming semester.
- B) Encourage a D student to set a goal of achieving Ds in the coming semester.
- C) Encourage a D student to set a goal of achieving Cs in the coming semester.
- D) Encourage a D student to set a goal of achieving Bs in the coming semester.
- E) It depends on the student.

32) Which job enrichment technique would prove most threatening to workers with poor social skills?

- A) Combining tasks
- B) Establishing client relationships
- C) Reducing reliance on others
- D) Making feedback more direct
- E) Reducing supervision

33) What is the motivating potential score (MPS) for this job profile? Variety = 1; identity = 2, significance = 3; autonomy = 3; feedback = 5.

- A) 90
- B) 14
- C) 28
- D) 45
- E) 30

34) Identify the proper sequence of group development activities.

- A) Forming, storming, performing, norming, adjourning.
- B) Storming, forming, norming, performing, adjourning.
- C) Forming, norming, storming, performing, adjourning.
- D) Norming, forming, storming, performing, adjourning.
- E) Forming, storming, norming, performing, adjourning.

35) Which of the following equations is accurate?

- A) Potential performance = actual performance - process losses
- B) Potential performance = actual performance + process losses
- C) Process performance = actual performance - process losses
- D) Actual performance = potential performance - process losses
- E) Process losses = potential performance + actual performance

36) A group performing a disjunctive task will perform at the level of

- A) its best member.
- B) the average performance of all its members.
- C) the member who is most friendly to other members.
- D) its worst member.
- E) the relative process loss.

37) One reason for members reporting less satisfaction in larger groups is

- A) individual members can identify less easily with the success of the group.
- B) opportunities for participation increase in larger groups.
- C) people are less inhibited about participating in larger groups.
- D) conflict and dissension are less likely in larger groups.
- E) they have more time to develop friendships with other group members.

38) In the punctuated equilibrium model of group development, a critical point occurs

- A) when the group enters the storming stage.
- B) toward the end of Phase 2.
- C) at the midpoint of the volume of work that has to be accomplished.
- D) at the middle of Phase 1.
- E) at the midpoint of the group's allotted time until deadline.

39) Lisa is a very religious person whose boss tells her to offer an illegal bribe to a government official to obtain a lucrative contract. What kind of role conflict is she experiencing?

- A) Interrole
- B) Person-role
- C) Role ambiguity
- D) Intrasender
- E) Intersender

40) The boss who constantly changes his mind can cause uncertainty for an employee. To put this another way,

- A) person-role conflict can cause role ambiguity.
- B) role ambiguity can cause interrole conflict.
- C) intersender role conflict can cause interrole conflict.
- D) role ambiguity can cause intersender role conflict.
- E) intrasender role conflict can cause role ambiguity.

41) Which of the following statements is true?

- A) Moving a heavy crate is a disjunctive task.
- B) A group has at least three members.
- C) Equity norms allocate rewards equally to everyone in the group.
- D) People with similar attitudes are less likely to form a group than those with different attitudes.
- E) The "class clown" fills an emergent role in his or her school.

42) Which factor is least likely to promote group cohesiveness?

- A) Competing in a contest
- B) Small group size
- C) Losing a contest
- D) Winning a contest
- E) Experiencing a tough initiation into the group

43) Stories about events in organizations

- A) are a poor source of information about an organization's culture.
- B) generally have a good version only.
- C) are not meant to communicate how things work.
- D) are of historical value but fail to capture the essence of the organizations current culture.
- E) reflect several common themes across organizational cultures.

44) Which of the following statements about strong organizational cultures is FALSE?

- A) They always contribute to organizational success.
- B) They can damage a firm's ability to innovate.
- C) They can be pathological.
- D) They engage in extensive socialization of organizational members.
- E) They have a strong impact on organizational members.

45) Mary Kay Cosmetics gives top performers pink Cadillacs during sales meetings that have the flavour of a Hollywood premiere. This illustrates how

- A) some strong cultures can become pathological.
- B) rituals can shape an organizations culture.
- C) compliance is the truest motive for conformity.
- D) individual socialization can overpower collective socialization.
- E) debasement can enhance the socialization process.

46) Suppose we ask group members the following four questions. Which question will tell us who the social-emotional leader of the group is?

- A) Who is the most emotional and excitable group member?
- B) Who is the smartest group member?
- C) Who has the most relevant expertise?
- D) Which group member do you like the most?
- E) Who is the most dominant group member?

47) A leader who stresses standard procedures, schedules the work to be done, and assigns subordinates to particular tasks is high on

- A) leader reward behaviour.
- B) supportive behaviour.
- C) consideration.
- D) task structure.
- E) initiating structure.

48) Research shows that consideration on the part of a leader

- A) is viewed as a weakness by employees.
- B) is effective when employees are experiencing external threat or pressure.
- C) is most likely employed by a task-oriented leader.
- D) is most important when employees lack basic knowledge and skills related to the job.
- E) is effective when job goals and methods are very clear.

49) According to Fiedler, the most favourable situation for leadership involves good leader-member relations, a(n) [BLANK] task, and [BLANK] position power.

- A) structured; strong
- B) unstructured; strong
- C) structured; weak
- D) unstructured; weak
- E) challenging; informal

50) Nellie is a high LPC leader. According to Fiedler's Contingency Theory of leadership, she

- A) has high position power and low task structure.
- B) will be most effective in very favourable leadership situations.
- C) is more relationship-oriented than task-oriented.
- D) will be most effective in very unfavourable leadership situations.
- E) is more task-oriented than relationship-oriented.

51) What are the situational factors in House's Path-Goal Theory of leadership?

- A) Individualized consideration
- B) Neutralizers and substitutes
- C) Employee characteristics and environmental factors
- D) Situational favourableness
- E) Leader-member relations, task structure and position power

52) For reasons that were too complicated to explain to his employees, Louis had to figure out how long it would take to write a new computer program. He asked each individually, averaged their responses, and put this figure in his report. What leadership style is this?

- A) AI
- B) GI
- C) CII
- D) GII
- E) All

53) According to Bernard Bass's theory of transformational leadership, the distinctive qualities of transformational leaders are

- A) participation, initiating structure, and consideration.
- B) honesty, dominance and need for achievement.
- C) leader reward behaviour, leader punishment behaviour, and task leadership.
- D) individualized consideration, charisma, and intellectual stimulation.
- E) substitutes, neutralizers, and charisma.

54) Research on the leadership styles of men and women has found that

- A) women leaders were more transformational than men and also engaged in more of the contingent reward behaviours of transactional leadership.
- B) women leaders were more transformational than men and also engaged in more of a laissez-faire style of leadership.
- C) women leaders were more transformational than men and men engaged in more of the contingent reward behaviours of transactional leadership.
- D) men leaders were more transformational than women and women engaged in more of the contingent reward behaviours of transactional leadership.
- E) men leaders were more transformational than women and also engaged in more of the contingent reward behaviours of transactional leadership.

55) Which of the following is a substitute for leadership?

- A) Employee knowledge
- B) High LPC
- C) Charisma
- D) Initiating structure
- E) Intellectual stimulation

56) The focus of Leader-Member Exchange Theory is

- A) the favourableness of the situation for influence.
- B) involving employees in making work-related decisions.
- C) the dyadic relationship between a leader and an employee.
- D) forming a connection between employee goals and organizational goals.
- E) the extent to which a leader is approachable and shows personal concern for employees.

57) Who is encoding messages?

- A) Aaron, who is hearing a rumour on the grapevine
- B) Bob, who is writing a technical report
- C) Victor, who is trying to decipher some legal jargon in a contract
- D) Alexis, who is trying to figure out what her boss's memo mean
- E) Sharon, who is the target of upward communication

58) Which of the following is an example of horizontal communication?

- A) The president of a college calls a meeting to explain the college's financial situation to the faculty.
- B) An employee explains to her boss why her performance has not been up to par recently.
- C) A purchasing agent leaves a voicemail message for a new supplier.
- D) A supervisor tells an employee that he has been performing poorly.
- E) The vice-president of marketing sends a memo to the vice-president of manufacturing.

59) The toy market has fallen off, and the Zippy Toy Company has to lay off workers. The plans manager must inform all the workers, but he is so upset about his task that he writes a vague, contradictory letter which no one understands. What happened?

- A) Jargon caused the manager to produce nonverbal communication
- B) Rumour has caused confusion
- C) Status differences have resulted in ineffective communication
- D) All-channel communication was used when exit interviews would have been better
- E) The mum effect caused the workers to have decoding problems

60) Which of the following is an example of filtering?

- A) Ralph sent an email directly to the vice president to explain the sudden decrease in sales.
- B) Bob didn't tell his employees about their impending layoffs.
- C) Sarah misunderstood her boss's memo.
- D) The manager confused her secretary.
- E) All of the above.

61) How does information spread through an organizational grapevine?

- A) Only through face-to-face verbal interaction.
- B) Through the singular grapevine system which exists in most large organizations.
- C) Only a proportion of those who hear the information tell others.
- D) The information follows formal channels of communication.
- E) A tells only B who tells only C, and so on.

62) Nonverbal communication does not include

- A) the clothing one wears.
- B) one's body language.
- C) one's use of jargon.
- D) the way one decorates and arranges one's office.
- E) props and artifacts.

63) Which of the following statements about the decor and arrangement of offices is true?

- A) Although visitors read things into office decor and arrangement, decor and arrangement are unrelated to the personality of the occupant.
- B) An office which is tidy may be seen as more welcoming than one which is messy.
- C) Office decor and arrangement neither convey the personality of the occupant nor evoke attributions in visitors about the occupant.
- D) Employees feel more comfortable when there is a desk between them and their manager.
- E) Although office decor and arrangement are related to the personality of the occupant, visitors do not make attributions about the occupant from decor and arrangement.

64) Which of the following is not an appropriate active listening technique?

- A) Awareness of body language.
- B) Responding as soon as possible.
- C) Show empathy.
- D) Paraphrase what the speaker means.
- E) Ask questions.

65) Which statement about media choice and communication is true?

- A) Richer media consistently lead to better communication.
- B) Routine messages require richer media.
- C) Richer media lead to lower levels of censorship.
- D) Nonroutine messages require richer media.
- E) It is best to always choose the medium that is capable of transmitting the richest information

66) Two important dimensions of information richness are

- A) the degree to which information is asynchronous and the extent to which both parties can receive nonverbal and paraverbal cues.
- B) the degree to which information is asynchronous and the extent to which both parties can receive paraverbal cues.
- C) the degree to which information is synchronous and the extent to which both parties can receive paraverbal cues.
- D) the degree to which information is synchronous and the extent to which both parties can receive nonverbal and paraverbal cues.
- E) the degree to which information is synchronous and the extent to which both parties can receive nonverbal cues.

67) Computer-mediated groups have been found to

- A) enhance the number and quality of ideas generated.
- B) enhance the richness of communication.
- C) enhance the speed with which ideas are generated.
- D) enhance the quality of ideas generated.
- E) enhance the number of ideas generated.

68) Which of the following most clearly involves a decision program?

- A) A task force to improve company image
- B) A billion dollar investment decision
- C) A standing order to a supplier
- D) A medical ethics committee
- E) A corporate merger

69) Which of the following is an example of an ill-structured problem?

- A) The retailer must decide whether to reorder lawn chairs.
- B) The sales manager must decide what to do about sales that seem sluggish.
- C) The assistant bank manager must decide which automobile loan applications to approve.
- D) The production manager must decide how many workers to schedule on the line next week.
- E) The welfare officer must decide how much assistance a particular client should receive.

70) Managers who exhibit bounded rationality

- A) might be operating under time constraints.
- B) might be limited in their capacity to acquire and process information.
- C) might be factoring political considerations into decisions.
- D) might be subject to cognitive biases.
- E) all of the above.

71) When he heard that turnover was increasing, the human resource manager immediately told the president that salaries would have to be raised. Unfortunately, low pay wasn't the cause of the turnover. Which decision-making error did the manager commit?

- A) He treated sunk costs improperly.
- B) He revealed a confirmation bias.
- C) He defined the problem in terms of a solution.
- D) He exhibited the knew-it-all-along effect.
- E) He escalated commitment.

72) Satisficing is a concept that is most associated with

- A) searching for information.
- B) monitoring a solution.
- C) implementing a solution.
- D) identifying a problem.
- E) choosing a solution.

73) I have referent power over you. This means that

- A) you like me.
- B) I know something you don't want made public.
- C) I have a skill that you admire.
- D) I like you.
- E) you dislike me.

74) "High Machs" tend to be

- A) low self-monitors.
- B) impractical people.
- C) moralistic individuals.
- D) convincing liars.
- E) gullible individuals.

75) In order to stimulate conflict, a manager might

- A) stop networking.
- B) assign a superordinate goal.
- C) ignore controversy.
- D) clarify goals.
- E) make resources scarcer.

76) Which of the following is not a distributive negotiation tactic?

- A) Threats
- B) Enlarging the pie
- C) Verbal persuasion
- D) Promises
- E) Concessions

77) The three stages of a stress episode are, in order,

- A) frustration, stress, conflict.
- B) stress reactions, stressor, stress.
- C) stressor, stress, stress reactions.
- D) stress, stressor, stress reactions.
- E) stress, anxiety, conflict.

78) After Alex was fired from his job he went home and ripped up his small tomato patch. His reaction to stress was one of

- A) problem solving.
- B) rationalization.
- C) displacement.
- D) projection.
- E) reaction formation.

79) Functional departmentation may be based on division of the organization according to

- A) different skills and responsibilities of individuals.
- B) different customer types.
- C) different products.
- D) different geographic areas.
- E) different services offered to external customers.

80) Organic structures tend to [BLANK] than mechanistic structures.

- A) have wider spans of control
- B) exhibit more centralization
- C) be more inflexible
- D) be taller
- E) be more formalized