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ADM 2336 Section M/N
ORGANIZATIONAL BEHAVIOUR

Winter 2008

Professor: G. Brathwaite-Sturgeon

Duration: 1 hour 20 minutes

This examination consists of two sections. Section A contains thirty (30) multiple choice questions. Section B contains four (4) short answer questions. Please answer all questions in Section A and two (2) questions from Section B. This examination is marked out of 100 points and contributes 25% to your course grade.

IMPORTANT

1. Books and notes and electronic devices are not permitted.
2. Second language dictionaries are permitted.
3. Answer all questions using the answer sheets and the exam booklets provided.
4. This examination must be returned at the end of the exam.

Statement of Academic Integrity

The School of Management does not condone academic fraud, an act by a student that may result in a false academic evaluation of that student or of another student. Without limiting the generality of this definition, academic fraud occurs when a student commits any of the following offences: plagiarism or cheating of any kind, use of books, notes, mathematical tables, dictionaries or other study aid unless an explicit written note to the contrary appears on the exam, to have in his/her possession cameras, radios (radios with head sets), tape recorders, pagers, cell phones, or any other communication device which has not been previously authorized in writing.

Statement to be signed by the student:

I have read the text on academic integrity and I pledge not to have committed or attempted to commit academic fraud in this examination.

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Note: an examination copy or booklet without that signed statement will not be graded and will receive a final exam grade of zero.

SECTION A

MULTIPLE CHOICE: Choose the one alternative that best completes the statement or answers the question. (2 points per question: 60 points total)

1) A large Canadian corporation has recently merged with a French company. Which of the following is least likely to be related to the field of organizational behaviour?

- A) The development of an organizational structure for the newly merged company.
- B) The adoption of a bilingual communication policy for all announcements in the employee newsletter.
- C) The adoption of a new leadership style and the subsequent resignation of two executives in Canada.
- D) The legal restrictions pertaining to share ownership in the newly merged company.
- E) The impact of different cultural values on the newly merged company.

*Org. survival
manage people
goal setting*

2) Organization survival is often dependent on how well the organization can adapt. Which of the following behaviours on the part of individuals is necessary for the organization to survive?

- A) Performing their work in terms of productivity, quality, and service.
- B) Being innovative.
- C) Being flexible.
- D) Being motivated to join and remain with the organization.
- E) All of the above.

3) A Mintzberg managerial role is

- A) liaison. *Figurehead, leader.*
- B) entrepreneur. *disturbance handler, Resource allocator, negotiator.*
- C) monitor. *Disseminator, spokesperson*
- D) negotiator.
- E) all of the above.

4) 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) high self-monitor. *→ A person's ability to adjust his/her behavior to external situational factors*
- B) introvert. *性格內向的人*
- C) internal.
- D) extravert.
- E) external.

Only Internal / or External

- 5) In learning terms, a model is a person who ★
 - A) imitates the behaviour of others.
 - B) engages in self-management.
 - C) has his or her behaviour imitated.
 - D) seeks a mentor.
 - E) administers a high degree of positive reinforcement.

- 6) Performance feedback is most effective when it is
 - A) delivered immediately after observing performance
 - B) represented verbally, such as a written description
 - C) delivered only after everyone has had a chance to think about the performance
 - D) delivered by several observers X
 - E) conveyed in a negative manner X

- (1) Conveyed in a positive manner
- (2) delivered immediately after observing performance
- (3) Represented visually, such as in graph or chart form
- (4) specific to the behaviour that is being targeted for feedback

- 7) Which of the following statements most accurately defines "perception"?
 - A) Perception is the tendency to attribute one's own thoughts and feelings to others.
 - B) Perception is the process of interpreting messages of our senses to provide meaning. [interpret]
 - C) Perception is the process by which motives are assigned to explain people's behaviour.
 - D) Perception is the tendency to generalize about people and ignore variations between individuals.
 - E) Perception is reality.

- 8) "He does it everywhere, he does it all the time, and no one else does it." Which cue combination is the speaker invoking?
 - A) High consensus, high consistency, high distinctiveness
 - B) Low consensus, low consistency, high distinctiveness
 - C) Low consensus, low consistency, low distinctiveness
 - D) Low consensus, high consistency, low distinctiveness
 - E) High consensus, low consistency, low distinctiveness.

Consistency cues.
 Attribution cues that reflect how consistently a person engages in some behaviour over time.

- 9) Which of the following is not a job input, according to equity theory?
 - A) Hard work
 - B) Experience
 - C) Pay
 - D) Education
 - E) Seniority

Inputs: Anything that people give up offer, or trade to their organization in exchange for outcomes.

Consensus cues.
 Attribution cues that reflect how a person's behaviour compares with that of others.

- 10) Organizational citizenship behaviour is
 - A) unlikely to be rewarded directly and explicitly by the organization.
 - B) unrelated to job satisfaction.
 - C) included in most job descriptions.
 - D) likely to occur when employees experience inequity.
 - E) one of Geert Hofstede's work-related value dimensions.

Distinctiveness cues.
 Attribution cues that reflect the extent to which a person engages in some behaviour across a variety of situations.

OCB = voluntary, informal behaviour that contributes to organizational effectiveness.

the behaviour contributes to organizational effectiveness. It extends beyond simply doing you a personal favour. the behaviour is unlikely to be explicitly picked up and rewarded by the performance evaluation system. especially since it's not data

11) What are moods?

- ~~A) Intense, often short-lived, feelings caused by a particular event.~~
- ~~B) Intense, long-lived, diffuse feelings.~~
- ~~C) Not so intense, long-lived, feelings caused by a particular event.~~
- ~~D) Not so intense, often short-lived, diffuse feelings.~~
- ~~E) Not so intense, long-lived, diffuse feelings.~~

mood ~~Emotional~~: intense, short lived, triggered by an event.

12) Which of the following would not be part of an equity equation involving you and your co-worker Darlene?

- ~~A) Darlene's inputs~~
- ~~B) Your outcomes~~
- ~~C) Your inputs~~
- ~~D) Darlene's outcomes~~
- ~~E) Both B and D (Equity theory requires "outputs" not "outcomes")~~

Equity Theory: my ~~inputs~~ ^{outputs} = other's ~~inputs~~ ^{outputs}

Your outputs and Darlene's outputs

13) According to Maslow, the _____ level _____ need is most motivational.

- ~~A) highest; emotional~~
- ~~B) highest; unsatisfied~~
- ~~C) lowest; unsatisfied~~
- ~~D) highest; satisfied~~
- ~~E) lowest; satisfied~~

14) Veronica doesn't feel responsible for the outcomes of her work. According to Hackman and Oldham's Job Characteristics Model, which core job characteristic is low?

- ~~A) Task identity~~
- ~~B) Task significance~~
- ~~C) Skill variety~~
- ~~D) Feedback~~
- ~~E) Autonomy~~

from begin to end Skill variety
impart to others Task Identity
Task Significance } ⇒ Experienced meaningfulness of the work

Autonomy ⇒ Experienced responsibility for outcomes of the work

15) Identify the proper sequence of group development activities.

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

Feedback from job ⇒ knowledge of the actual results of the work activities

16) Which of the following statement(s) cannot be inferred from the video "Peacock in the Land of Penguins?"

- ~~A) the culture of the organization was one of assimilation~~
- ~~B) the new birds were underperforming which led to conflict~~
- ~~C) job satisfaction and organizational commitment problems was evident in this organization~~
- ~~D) all of the above~~
- ~~E) none of the above~~

17) Diversity can be defined in terms of

- A) ethnic background.
- B) age.
- C) gender.
- D) Socio-economic status.
- E) A, B, and C only.

✓ all of the above

18) To reduce the probability of some unwanted behaviour we can use

- A) continuous reinforcement.
- B) extinction and punishment *ex*
- C) immediate reinforcement.
- D) positive reinforcement.
- E) negative reinforcement.

*the gradual
extinction of
behaviour following
the termination of
reinforcement*

19) My perceptions of people are strongly influenced by how kind they are to others. Which concept explains my reaction?

- A) Similar-to-me effect → A rater gives more favourable evaluations to people who are similar to the rater in terms of background or attitudes.
- B) Projection
- C) Central trait → Personal characteristics of a target person that are particularly interest to a perceiver
- D) Halo effect → The rating of an individual on one trait or characteristic tends to colour ratings on other traits of characteristics.
- E) Primacy effect → The tendency for perceiver to rely on early cues or first impressions.

*The tendency
for perceivers
to attribute
their own
thoughts and
feelings
to others*

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

- A) attitude.
- B) cognitive dissonance. *whenever*
- C) value. A broad tendency to prefer certain states of affairs over others
- D) facet.
- E) belief.

21) Paul has a secure, well-paying, but boring job. He gets along well with his boss and his coworkers. Recently, he has put in a bid for several more interesting jobs that have opened up, but each time the job has been given to someone with more seniority. According to Alderfer's ERG theory Paul will probably

- ~~A) continue to pursue a more interesting job indefinitely.~~
- B) seek support and additional attention from his boss and coworkers.
- C) exhibit frequent absenteeism.
- D) press for higher pay.
- E) quit his job and leave the company.

- ① existence & material substance conditions
- ② relatedness & exchange of thoughts
- ③ growth & strong personal involvement

22) Remember Question 8? Here is a new take on that question:

"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) Situational → Explanations for behaviour based on an actor's external situation or environment.
- B) Dispositional → Explanations for failure avoidable for failure.
- C) Self-serving → actor's personality or intellect.
- D) Temporary situation
- E) Actor-observer effect → The propensity for actors and observers to view the causes of the actor's behaviour differently.

23) Which of the following is most likely to stimulate intrinsic motivation?

- A) Company policies
- B) High pay
- C) Generous fringe benefits
- D) Close supervision
- E) Challenging job → Feels of achievement

24) A positive reinforcer is the application or addition of a stimulus that increases or maintains the prob. of some behaviour.

- A) pay.
- B) a company car.
- C) interesting work.
- D) a holiday.
- E) There is insufficient information to accurately answer this question.

25) As a group size increases [Elaborate] 说明

- A) performance on conjunctive tasks improves.
- B) the group becomes more socially elaborate.
- C) members become more satisfied with group membership 受约束的
- D) members become less inhibited about participating in group activities.
- E) the group consistently performs better

26) Alderfer's existence needs correspond closely to Maslow's

- A) esteem needs.
- B) growth needs.
- C) belongingness needs.
- D) self-actualization needs.
- E) physiological needs.

27) In the punctuated equilibrium model of group development, the midpoint transition occurs

- A) as the group enters the storming stage.
- B) at the beginning of Phase 1.
- C) when half the group's time is elapsed.
- D) at the end of Phase 2.
- E) when half the group's work is done.

28) The personality dimension of agreeableness is defined as

- A) the degree to which a person has appropriate emotional control. - Emotional stability/Neuroticism
- B) the extent to which a person is outgoing and enjoys social situations. - Extraversion
- C) the extent to which a person is friendly and approachable.
- D) the degree to which a person thinks flexibly and is receptive to new ideas. - Openness to experience
- E) the degree to which a person is responsible and achievement oriented. - Conscientiousness 认真的

29) Personality will have the most impact in which situation?

- A) situations of medium strength.
- B) both weak and strong situations.
- C) weak situations of loosely defined roles with few rules.
- D) weak situations with well defined roles, rules, and contingencies.
- E) strong situations with well defined roles, rules, and contingencies.

* 30) In Hackman and Oldham's Job Characteristics Model, which of the following is not a psychological state?

- A) significance of task
- B) Meaningfulness of work
- C) Responsibility for outcomes
- D) Knowledge of results
- E) None of the above

END OF SECTION A

SECTION B

SHORT ANSWER QUESTIONS: Please answer two (2) questions only.
WARNING: If you insist and answer more than two questions, you get credit for the two lowest marks and be penalized 20% in this section! (20 points per question: 40 points total).

- 1) What is Personality? Explain the Five-Factor Model of Personality. Which of the five constructs in this model is shown to be the strongest predictor of overall job performance? *Conscientiousness*
- 2) What is Operant Learning? Explain the four (4) strategies associated with this theory?
- 3) **CASE:** Camille is the Regional Sales Manager for Western Canada at Renegade Enterprises. She enjoys her job and earns a good enough salary to comfortably support her stay-at-home husband and two small children in an upscale area of Calgary. She was recently offered a transfer to Toronto with a promise of a promotion to General Sales Manager for Canada within (3) three months; The transfer would increase her annual salary by \$15,000, while the promotion would have increased her salary by an additional \$40,000 per year and placed her two levels higher on the organization chart. Of course her moving expenses, and other costs associated with the sale of her home in Calgary and the purchase of her new home in Toronto would be covered by the company.

However, there are some issues: first, the promotion was not yet confirmed; and there is a real possibility that the Toronto office would be restructured, and the promotion would never materialize.

In other words Camille would have moved to Toronto to do the same job with a salary increase of \$15,000 with no promotion.

Second, the move to Toronto would have resulted in much higher housing expenses, and if the promotion does not come through, Camille's husband would have had to go back into the workforce if they wanted to maintain the same overall living standards as they had in Calgary:

Although Camille knew that she would make an excellent General Manager, after discussing the issues with her husband, Bart, she declined the offer.

Use an appropriate OB theory (or theories) to briefly analyze the above-mentioned problem.

- 4) Explain Hofstede's five (5) cultural constructs used to differentiate between work related values across cultures. What are the implications of each of these cultural variations?

END OF SECTION B - END OF EXAMINATION