

Objectives:

Unit 1: Understanding Work Teams

1. _____ contain Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task
 - a) Hierarchical teams
 - b) Cross functional teams
 - c) Virtual teams
 - d) Problem solving teams

2. _____ uses computer technology to unite physically dispersed members and achieve a common goal.
 - a) Cross functional team
 - b) Problem solving team
 - c) Virtual teams
 - d) Self-managed team

3. _____ are teams in which group of employees who perform highly related or interdependent jobs and take on responsibilities of their former supervisors
 - a) Responsible teams
 - b) Unity teams
 - c) Cross functional teams
 - d) Self-managed work teams

4. Effective teams confidence in their abilities to succeed is called as _____.
 - a) Team effort
 - b) Team efficacy
 - c) Team unity
 - d) Teamwork

5. _____ is a group that interacts primarily to share information and make decisions to help each member to perform within his/her area of responsibility
 - a) Work group
 - b) Work teams
 - c) Teamwork
 - d) Interactive group

6. _____ are systems in which different teams need to coordinate their efforts to produce desired outcome
 - a) Effective teams
 - b) Multi team systems
 - c) Coordinated teams
 - d) Work group

7. The degree to which members of a work unit share a common demographic attribute, such as age, sex, race, educational level, or length of service in an organization called as _____.

- a) Work culture
- b) Work demography
- c) Organisational demography
- d) Work group

8. As per big 5 personality model teams high on _____ & _____ tend to perform better

- a) Conscientiousness and openness to experience
- b) Morale, motivation
- c) Self-confidence, motivation
- d) Self-efficacy, soberness

9. _____ of resources directly reduces the ability of a team to perform effectively.

- a) Abundance
- b) Scarcity
- c) Complete
- d) Structure

10. In effective teams members of the team share the same _____

- a) Mental cohesion
- b) Salary
- c) Affection
- d) Mental models

11. Effective teams that show high level of _____ are better able to adapt to conflict among members

- a) Social loafing
- b) Preference
- c) Diversity
- d) Reflexivity

12. _____ teams exhibit trust amongst its members

- a) Ineffective
- b) Effective
- c) Good
- d) Workaholic

13. Teams with _____experienced/ skilled members perform better

- a) Average
- b) Less
- c) Adequate
- d) More

14. Teams that rate _____ on levels of conscientiousness tend to perform better

- a) Equal
- b) Moderate
- c) Low
- d) Higher

15. In a work_____individual effort results in performance that is greater than the sum of individual parts .

- a) Team
- b) Group
- c) Trust
- d) Performance

16. The most effective teams have _____members.

- a) 2 to 5
- b) 5 to 9
- c) 3 to 6
- d) 4 to 8

17. Effective teams exhibit _____among members

- a) Role
- b) Trust
- c) Diversity
- d) Self-Management

18. Successful teams have _____,_____,_____ performance goals.

- a) Nonspecific, non-measurable, non-realistic
- b) Specific, measurable, realistic
- c) Unsuccessful, nonactive, nonaffective
- d) Successful, active, affective

19. _____includes team staffing- ability and personality of team members, allocation of roles and diversity, size of team, members preference for teamwork.

- a) Team spirit
- b) Team building
- c) Team composition
- d) Team effort

20. Group members who meet to discuss ways of improving quality, efficiency and work environment is called _____ team.

- a) Self managed
- b) Virtual
- c) Problem solving
- d) Cross functional

21. _____ can make products , provide services , negotiate deals, coordinate projects , offer advice and make decisions

- a) Individuals
- b) Teams
- c) Public
- d) Women

22. There are _____ most common types of teams in an organisations

- a) Four
- b) Five
- c) Six
- d) Three

23. Organisations can enhance team effectiveness by turning individual contributors into _____

- a) Team work
- b) Team players
- c) Team
- d) Team colleagues

24. Teams do _____ when they have one or more highly disagreeable member.

- a) Better
- b) Worse
- c) Moderate
- d) Good

25. Leadership and structure affect a _____

- a) Teams morale
- b) Teams effectiveness
- c) Team work
- d) Team colleagues

Unit 2 : Conflict and negotiation

1. _____ uses of resolution and stimulation techniques to achieve the desired level of conflict

- a) Personnel management
- b) Behavioural management
- c) Learning management

d) Conflict management

2. Interactionist view of conflict proposes that _____ supports the goals of the group and improves its performance

- a) Structural conflict
- b) Dimensional conflict
- c) Functional conflict
- d) Mutual conflict

3. _____ is a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

- a) Distribution
- b) Coordination
- c) Collaboration
- D) Negotiation

4. _____ is the first step in the negotiation process

- a) Preparation and planning
- b) Definition of ground rules
- c) Clarification and justification
- d) Bargaining and problem solving

5. The _____ view of conflict believed that all conflict is harmful and must be avoided.

- a) Traditional
- b) Modern
- c) New
- d) Mediator

6. There are _____ stages in the conflict process

- a) 6
- b) 3
- c) 4
- d) 5

7. Personality, _____ and values are potential sources of conflict

- a) Interest
- b) Attitude
- c) Emotion
- d) Philosophy

8. The identifying feature of distributive bargaining is that it operates under _____ conditions

- a) Zero- sum
- b) Hostile

- c) Democratic
- d) Authoritative

9. _____ bargaining results in win lose situation

- a) Distributive
- b) Integrative
- c) Functional
- d) Performance

10. _____ bargaining results in win win outcome

- a) Distributive
- b) Integrative
- c) Functional
- d) Performance

11. A process in which two or more parties exchange goods and services and attempt to agree on the exchange rate for them is known as _____

- a) Conflict
- b) Negotiation
- c) Functional conflict
- d) Business

12. _____ conflict means emotional involvement in a conflict that creates anxiety, tenseness, frustration, hostility

- a) Felt
- b) Perceived
- c) Functional
- d) Process

13. The desire to withdraw from or suppress a conflict is _____ intention

- a) Collaborating
- b) Accommodating
- c) Avoiding
- d) Competing

14. The negotiation strategy that seeks to divide fixed amount of resources is known as _____

- a) Non integrative bargaining
- b) Dysfunctional conflict
- c) Integrative bargaining
- d) Distributive bargaining

15. Sharing information is _____ in distributive bargaining

- a) High
- b) Moderate
- c) Low
- d) Very high

16. In _____ there is no clear winner or loser and each party to conflict is willing to give up something

- a) Accommodating
- b) Compromising
- c) Avoiding
- d) Collaborating

17. _____ is a third stage of conflict process

- a) Intentions
- b) Behaviour
- c) Outcomes
- d) Cognition and personalisation

18. Awareness by one or more parties of the existence of conditions that create opportunities for conflict to arise is called as _____

- a) Felt conflict
- b) Emotional conflict
- c) Perceived conflict
- d) Intentions

19. _____ intention means a desire to satisfy one's interests regardless of the impact on the other party to the conflict

- a) Competing
- b) Collaborating
- c) Avoiding
- d) Accommodating

20. _____ as a process that begins when one party perceives another party has or is about to negatively affect something the first party cares about.

- a) Conflict
- b) Collaboration
- c) Accommodating
- d) Compromising

21. _____ relates to the content and goals of work.

- a) Relationship conflict
- b) Task conflict
- c) Process conflict
- d) Real conflict

22. _____ focuses on interpersonal relationships

- a) Relationship conflict
- b) Task conflict
- c) Process conflict
- d) Real conflict

23. There are _____ stages in the conflict process

- a) 5
- b) 6
- c) 4

d) 3

24. BATNA means _____

- a) Belief Attitude Tangible Negotiation Agreement
- b) Best Alternative To Negotiated Agreement
- c) Best Alternative To Neglected Agreement
- d) Best Alternative To New Agreement

25. A neutral third party who facilitates a negotiated solution by using reasoning, persuasion and suggestion for alternatives is called as _____

- a) Mediator
- b) Arbitrator
- c) Counsellor
- d) Conciliator

26. _____ is a third party with the authority to dictate an agreement

- a) Mediator
- b) Arbitrator
- c) Counsellor
- d) Conciliator

27. _____ is trusted third party who provides an informal communication link between the negotiator and the opponent

- a) Mediator
- b) Arbitrator
- c) Counsellor
- d) Conciliator

28. _____ means same word have different meanings to different people

- a) Knowledge barriers
- b) Echoic barriers
- c) Semantic barriers
- d) Structural barriers

29. Members have different interest in a group is called _____

- a) Different groups
- b) Heterogeneous group
- c) Homogeneous group
- d) Indifferent groups

30. The destructive or harmful effect of conflicts which hinders group performance is known as _____

- a) Functional conflict
- b) Harmful conflict
- c) Dysfunctional conflict
- d) Process conflict

31. Conflict over how work gets done is called as _____

- a) Functional conflict

- b) Harmful conflict
- c) Dysfunctional conflict
- d) Process conflict

32. Research demonstrated that potential conflict increases when either _____ or _____ communication takes place

- a) Semantic, echoic
- b) Too little, too much
- c) Echoic, semantic
- d) One way, two way

33 Negotiation process consist of ____ steps

- a) 5
- b) 6
- c) 4
- d) 3

34. _____ view of conflict recognises that conflicts in organisation are inevitable but focuses more on how conflicts can be productively resolved

- a) Interactionist
- b) Resolution focussed
- c) Traditional
- d) Modern

35. _____ of conflict refers to awareness of conflict conditions

- a) Cognition
- b) Semantics
- c) Metacognition
- d) Perception

Unit 3: Emotion and Moods

1. Moods are _____ in nature

- a) Neutral
- b) Cognitive
- c) Negative
- d) Action oriented

2. _____ factors can influence interpretations of emotion

- a) Cultural
- b) Environmental
- c) Social
- d) Natural

3. _____ provide important information about how we understand the world around us

- a) Emotions
- b) Moods

- c) Feelings
- d) Attitudes

4. Stressful daily events _____ affect moods

- a) Positively
- b) Negatively
- c) Neither positively nor negatively
- d) Neutral

5. Emotional intelligence is a factor in ____ employees.

- a) Terminating
- b) Training
- c) Motivating
- d) Hiring

6. _____ enhance problem solving skills

- a) Positive emotions
- b) Negative emotions
- c) Negative moods
- d) Positive moods

7. _____ is the ability to detect and to manage emotional cues and information

- a) Natural Intelligence
- b) Social intelligence
- c) Emotional intelligence
- d) Artificial intelligence

8. The central idea behind _____ is to identify and modify the emotions one feels

- a) Emotion regulation
- b) Emotional intelligence
- c) Mood regulations
- d) Positive emotions

9. _____ lead to deviant workplace behaviour

- a) Emotion regulation
- b) Emotions
- c) Negative emotions
- d) Positive emotions

10. Emotions are _____ in nature

- a) Negative
- b) Neutral
- c) Cognitive
- d) Action oriented

11. Affect can be experienced in the form of _____ and moods

- a) Beliefs
- b) Moods
- c) Attitudes

d) Emotions

12. Emotions are usually accompanied by distinct _____expressions

- a) Physical
- b) Facial
- c) Positive
- d) Verbal

13. Emotions are caused by _____events.

- a) Specific
- b) Positive
- c) General
- d) Negative

14. _____are less intense feelings than emotions and lack contextual stimulus

- a) Affect
- b) Effect
- c) Moods
- d) Emotions

15. Many researchers agree on _____essentially universal emotions

- a) 5
- b) 6
- c) 4
- d) 3

16. _____as a mood dimension consisting of emotions such as excitement, cheerfulness at high end and boredom, tiredness at the low end.

- a) Negative effect
- b) Positive affect
- c) Negative affect
- d) Positive effect

17. _____as a mood dimension consisting of emotion such as nervousness, stress, anxiety at high end and relaxation, tranquillity and poise at low end.

- a) Negative effect
- b) Positive affect
- c) Negative affect
- d) Positive effect

18. Inconsistencies between the emotions people feel and their projected emotions called as _____

- a) Emotional regulation
- b) Emotional labor
- c) Emotional dissonance
- d) Emotional effect

19. _____ are those emotions that organisation requires workers to show and considers appropriate in a given job.

- a) Felt emotions
- b) Displayed emotions
- c) Nice emotions
- d) Neutral Emotions

20. _____ is described as the tendency to associate two events when in reality there is no connection

- a) Association
- b) Interaction
- c) Communication
- d) Illusory correlation

21. _____ are behaviours that violates organisational norms and threaten organisation and its members

- a) Workplace social behaviours
- b) Deviant workplace behaviours
- c) Interacting workplace behaviours
- d) Emotional workplace behaviours

22. _____ are employee's expression of organisationally desired emotions during interpersonal transactions at work.

- a) Emotional contagion
- b) Emotional dissonance
- c) Emotional labor
- d) Emotional contact

23. The process by which people's emotions are caused by the emotions of others

- a) Emotional contagion
- b) Emotional dissonance
- c) Emotional labor
- d) Emotional contact

24. The possibility of accidents taking place is higher when an employee is in a _____ mood

- a) Neutral
- b) Bad
- c) Good
- d) Happy

25. Increasingly organisations are selecting employees they believe have _____ levels of emotional intelligence

- a) Low
- b) Moderate
- c) High
- d) No

26. Conscientiousness helps a person perceive _____ in self and others
- Attitudes
 - Emotion
 - Affection
 - Moods
27. _____ says that employees react emotionally to things that happen to them at work and this reaction influences their job performance and satisfaction
- Attitudinal events theory
 - Affective events theory
 - Emotional events theory
 - Social events theory
28. The central idea behind _____ is to identify and modify the emotions one feels
- Mood regulation
 - Emotion regulation
 - Positive emotions
 - Negative emotions
29. Employees motivation affected by _____ and moods
- Attitude
 - Self esteem
 - Intention
 - Emotion
30. Emotions are strong feelings that are directed toward some _____
- General target
 - Emotional target
 - Specific target
 - No target
31. Individuals differ in terms of _____ i.e how strongly they experience their emotions
- Affect
 - Affect intensity
 - Effect intensity
 - Attitudes

Unit 4: Organisational change and stress management

1. Changes in metabolism heart rate and blood pressure are _____ symptoms of stress
- Psychological
 - Physiological
 - Behavioural
 - Social
2. _____ demands and pressures created by other employees
- Interpersonal
 - Social
 - Task

d) Role

3. The relationship between stress and performance is best described with _____

- a) U curve
- b) Inverted U curve
- c) Inverted V curve
- d) V curve

4. Faster, cheaper and more mobile computers is an example of change in _____

- a) Politics
- b) Competition
- c) Technology
- d) Social trends

5. Stressors that keep you from reaching your goals are _____ stressors

- a) Continuous
- b) Discontinuous
- c) Challenge
- d) Hindrance

6. Stressors associated with workload, pressure to complete tasks and time urgency are _____ stressors

- a) Continuous
- b) Discontinuous
- c) Challenge
- d) Hindrance

7. The collapse of the financial sector and global recession are examples of _____

- a) Political changes
- b) Workforce changes
- c) Technological changes
- d) Economic shocks

8. Liberalisation of attitudes toward gay employees are examples of _____

- a) Social Trends
- b) Workforce changes
- c) Technological changes
- d) Economic shocks

9. _____ are responsibilities, pressures, obligations and uncertainties individuals face in their work place

- a) Demands
- b) Resources
- c) Challenges
- d) Hindrance

10. _____ is the biggest reason people have trouble coping with organisational changes

- a) Uncertainty
- b) Stress
- c) Resources

d) Identity

11. _____ occurs when an employee is expected to do more than time permits

- a) Role Ambiguity
- b) Role overload
- c) Role overlap
- d) Role underload

12. _____ means role expectations are not clearly understood and the employee is not sure what to do

- a) Role Ambiguity
- b) Role overload
- c) Role overlap
- d) Role underload

13. _____ are people obsessed with their work

- a) Addicts
- b) Alcoholics
- c) Workaholics
- d) Managers

14. Tension, irritability, boredom are _____ symptoms of stress

- a) Psychological
- b) Social
- c) Physiological
- d) Behavioural

15. Changes in business cycle create _____ uncertainties

- a) Social
- b) Political
- c) Economic
- d) Technological

16. _____ are people in organisations responsible for managing change activities

- a) Secret agents
- b) Change agents
- c) Workers
- d) Work agents

17. _____ is the application of direct threats or force on the resisters

- a) Cooptation
- b) Manipulation
- c) Coercion
- d) Force

18. _____ are things within an individual's control that he or she can use to resolve the demands.

- a) Promotion
- b) Production
- c) Resources
- d) Demands

19. _____ relates to a person's job and include design of the job, working conditions and the physical work layout

- a) Task demands
- b) Role overload
- c) Role demands
- d) Interpersonal demands

20. _____ relates to pressures placed on a person as a function of the particular role he or she plays in the organisation

- a) Task demands
- b) Role overload
- c) Role demands
- d) Interpersonal demands

21. _____ are pressures created by other employees includes lack of social support and poor interpersonal relationships

- a) Task demands
- b) Role overload
- c) Role demands
- d) Interpersonal demands

22. Reductions in productivity, absence from work , turnover are _____ symptoms of stress

- a) Psychological
- b) Social
- c) Physiological
- d) Behavioural

23. _____ are organisationally supported program which focusses on employee's total physical and mental condition such as losing weight, quit smoking, quit alcohol etc.

- a) Entertainment programs
- b) Knowledge programs
- c) Wellness programs
- d) Skills programs

24. Meditation, hypnosis, and deep breathing are part of _____ used by individuals to reduce tension.

- a) Physical exercise
- b) Relaxation technique
- c) Healthy exercise

d) Routine exercise

25. Increasing _____ with employees reduces uncertainty by lessening role ambiguity and role conflict

- a) Organisational communication
- b) Wages and salaries
- c) Job change
- d) Meetings

26. _____ organisation that has developed the continuous capacity to adapt and change

- a) Emerging
- b) Learning
- c) Technology
- d) Hardworking

27 _____ development seeks to changes group attitudes, stereotypes and perceptions about each other

- a) Intergroup
- b) Interpersonal
- c) Intrapersonal
- d) Individual

28. _____ uses high interaction group activities to increase trust and openness among team members

- a) Team building
- b) Team gathering
- c) Team interaction
- d) Team assertiveness

29 _____ is a collection of change methods that try to improve organisational effectiveness and employee well-being

- a) Organisational structure
- b) Organisational culture
- c) Organisational development
- d) Organisation Layout

30. _____ are change activities that are intentional and goal oriented

- a) Intergroup development
- b) Organisational structure
- c) Work change
- d) Planned change

Q1B. State True/False of the following:

1. Effective teams do not exhibit trust among its members.
2. There are six stages in the conflict process.

3. Moods are action oriented in nature.
4. Emotions are caused by general events.
5. Emotion is a factor in hiring employees.
6. Economic demands are related to a person's job.
7. Challenge stressors keep you from reaching your goals.
8. Addicts are people obsess with their work.
9. Effective teams have a higher level of efficacy.
10. There is no difference between work group and team.
11. Virtual teams do not use computer technology.
12. Size and specialisation of group activities can stimulate conflict.
13. Sharing of information is high in distributive bargaining.
14. Emotions are usually accompanied by distinct facial expressions.
15. Many researchers agree on five universal emotions.
16. Moods enhance problem solving skills.
17. Stress is associated with demands and goals.
18. Roles are demands related to a person's job.
19. Role overload and Role ambiguity are same.
20. Role overlap means role expectations are not clearly understood and the employees are not sure what to do.

Subjective Questions:

Q2. Unit 1: Understanding work teams

- A) Define team. Describe different types of teams.
- B) Discuss how team composition affects team effectiveness.
- C) what are different team processes that influences team effectiveness
- D) Differentiate between team and group . Describe problem solving team and self managed team.
- E) Explain the impact of any three contextual factors related to team effectiveness.
- F) Discuss team efficacy, level of conflict and social loafing as factors influencing team effectiveness.

Q3. Unit 2: Conflict and negotiation

- A) Discuss two possible outcomes from conflicting situation in an organisation.
- B) Explain various conflict management techniques.
- C) Write a note on distributive bargaining
- D) Define conflict. Explain traditional and resolution focussed view of conflict.
- E) Describe the role of intentions in the conflict process.
- F) Compare and contrast between distributive and integrative bargaining strategies.

Q4. Unit 3: Emotion and Moods

- A) Define emotion and explain the basic emotion.
- B) What is emotional intelligence? Discuss the arguments for and against emotional intelligence
- C) Discuss the impact of emotions and moods on negotiation, customer service and workplace

deviance behaviour.

- D) Define emotion and moods and make differentiation amongst them.
- E) Briefly explain sources of emotion and moods.
- F) Explain any three application of emotion and moods.

Q5: Unit 4: Organisational change and stress management

- A) Explain the various organisational factors that cause stress.
- B) Describe the effect of stress on the behaviour of an individual.
- C) Discuss different individual approaches to managing stress
- D) Identify different factors that act as stimulants to change.
- E) Discuss the individual variables that moderate the effect of experienced stress
- E) what are various organisational approaches to managing stress.

Q6. Unit 1,2, 3,4 Short notes

- A) Differentiate between team and group.
- B) Contextual factors influencing team effectiveness.
- C) Interactionist view of conflict
- D) Regulation of emotions
- E) Personality, social activities and age as source of emotion.
- F) Stimulants of change.
- G) Cross functional teams.
- H) conflict management techniques
- I) Basic emotions.
- J) Emotional regulation
- K) Environmental factors as a potential source of stress.
- L) Relationship between stress and job performance.s