

SHETH NKTT COLLEGE
TYBCom Sem VI : Psychology of human behaviour at work
Objectives by Prof Sachin Sutar

Unit 1: Understanding Work Teams

1. ____ have the capability to quickly assemble, deploy, refocus, and disband
 - a. Informal groups
 - b. Departments
 - c. teams**
 - d. profit centres

2. A ____ is two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
 - a. Work team
 - b. norm
 - c. group**
 - d. cohort

3. A ____ generates positive synergy through coordinated effort.
 - a. Work team**
 - b. norm
 - c. group
 - d. cohort

4. On a ____, members share ideas or offer suggestions on how work processes or methods can be improved, although they rarely have the authority to unilaterally implement any of their suggestions.
 - a. Task force
 - b. problem solving team**
 - c. cross functional team
 - d. self managed work teams

5. On a _____, employees perform highly related jobs and take on many of the responsibilities of their former supervisors.

- a. Task force
- b. problem solving team
- c. cross functional team
- d. **self managed work teams**

6. A team made of members from production, planning, quality, and engineering would most likely be a _____.

- a. Task force
- b. problem solving team
- c. **cross functional team**
- d. self managed work teams

7. Which type of team is an effective means for allowing people from diverse areas within an organization to exchange information, develop new ideas, and solve problems, and coordinate complex projects?

- a. Task force
- b. problem solving team
- c. **cross functional team**
- d. self managed work teams

8. Companies tend to favour _____ because of their ability to overcome time and space constraints

- a. cross functional team
- b. problem solving team
- c. **Virtual team**
- d. self managed work teams

9. A _____ occurs when a company hires a team of employees, rather than selected individuals, from a competitor

- a. . **lift-out**
- b. cross-functional team

- c. synergy
- d. group-sync

10. Team effectiveness is dependent upon context, composition, work design, and process. _____ includes the presence of adequate resources, effective leadership and structure, a climate of trust, and a performance evaluation and reward system that reflects team contributions.

- a. **Context**
- b. composition
- c. work design
- d. process

11. _____ include factors that relate to how team should be staffed, such as the ability and personality of team members, allocating roles and diversity, size of the team, member flexibility, and the preference of the members for team work.

- a. Contextual variables
- b. work design variables
- c. process variables
- d. **composition variables**

12. Which reward system is most consistent with encouraging team effort?

- a. Individually oriented evaluation
- b. fixed hourly wages
- c. **group based appraisals**
- d. individual incentives

13. To perform effectively, a team requires three different types of skills. Which of the following is NOT one of these major skill categories?

- a. Interpersonal skills
- b. decision making skill
- c. **conceptual skills**
- d. technical expertise

14. A team member functioning as a(n) _____ coordinates and integrates the activities of team members

- a. **Linker**
- b. organiser
- c. Maintainer
- d. controller

15. A team member functioning as a(n) _____ offers insightful analysis of options

- a. **assessor**
- b. organiser
- c. adviser
- d. controller

16. Which of the following is NOT associated with higher managerial ratings for team performance?

- a. Conscientiousness
- b. openness to experience
- c. **introversion**
- d. agreeableness

17. Effective teams show _____, meaning that they reflect on and adjust their master plan when necessary.

- a. **Reflexivity**
- b. efficacy
- c. consensus
- d. conflict

18. To promote a team environment, companies should reward _____.

- a. training new colleagues
- b. mastering new skills
- c. helping to resolve team conflicts
- d. **all of the above**

19. The essence of Quality Management is process improvement and _____ is the linchpin of process improvement.

- a. individual rewards
- b. personal development
- c. employee involvement**
- d. team building

20. Which of the following statements is NOT true?

- a. More conflicts exist in teamwork
- b. Teamwork requires more meetings.
- c. teamwork takes less time than individual work**
- d. the costs of using teams may exceed the benefits

21. Which of the following is important when deciding if a situation is well suited to team work?

- a. The complexity of the work
- b. Need for different perspectives
- c. Interdependence of the group
- d. all of the above**

22. Teams make sense when _____.

- a. the success of the team depends on the success of each individual
- b. the success of each individual depends on the success of the team
- c. Both a and b**
- d. none of the above

23. Which of the following does NOT characterize successful team members?

- a. manageable degree of conflict
- b. common purpose
- c. moderate amount of social loafing**
- d. specific team goals

24. A _____ interacts primarily to share information and to make decisions to help each member perform within his or her area of responsibility.

- a. quality circle
- b. task force
- c. work group**
- d. work team

25. The effectiveness of self-managed work teams is dependent upon the _____

- a. strength and make-up of the team norms
- b. type of tasks the team undertakes
- c. reward structure
- d. all of the above**

26. Team effectiveness is dependent upon context, composition, work design, and process. _____ includes autonomy, skill variety, task identity, and task significance.

6.

- a. context
- b. work design**
- c. Process
- d. composition

27. Team effectiveness is dependent upon context, composition, work design, and process. _____ includes common purpose, specific goals, team efficacy, conflict levels, and social loafing

- a. context
- b. work design
- c. Process**
- d. composition

28. Which of the following is NOT a contextual factor affecting team effectiveness?

- a. adequate resources
- b. abilities of members**
- c. leadership and structure
- d. climate of trust

29. A team member functioning as a(n) _____ fights external battles.

- a. Producer
- b. controller
- c. maintainer**
- d. promoter

30. Teams fit well in countries that have _____ cultures.

- a. Individualistic
- b. communist,
- c. democratic
- d. collectivist**

31. _____ 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

32. _____ 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

33. _____ 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**

34. Effective teams confidence in their abilities to succeed is called as _____.

- a) Team effort
- b) Team efficacy**
- c) Team unity
- d) Teamwork

35. _____ 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

36. _____ 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

37. 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

38. 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

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

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

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

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

41. 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**

42. _____ teams Exhibit trust amongst its members

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

43. Teams with _____ experienced/ skilled members perform better

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

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

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

45. 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

46. The most effective teams have _____members.

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

47. Effective teams exhibit _____among members

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

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

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

49._____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

50.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

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

a) Individuals

b) Teams

c) Public

d) Women

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

a) Four

b) Five

c) Six

d) Three

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

a) Team work

b) Team players

c) Team

d) Team colleagues

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

a) Better

b) Worse

c) Moderate

d) Good

55. Leadership and structure affect a _____

a) Teams morale

b) Teams effectiveness

c) Team work

d) Team colleagues

Unit 2 : Conflict and negotiation

1. The _____ view associates conflict with violence, destruction, and irrationality.

- a. interactionist
- b. human relations
- c. traditional**
- d. contingency

2. The _____ view dominated conflict theory from the late 1940s through the mid 1970s.

- a. interactionist
- b. human relations**
- c. traditional
- d. contingency

3. A viable, self-critical, and creative group is indicative of a(n) _____ view of conflict.

- a. interactionist**
- b. human relations
- c. traditional
- d. contingency

4. _____ conflict results from poor communication and a lack of trust between people.

- a. Dysfunctional**
- b. Task
- c. Functional
- d. Process

5. _____ conflict relates to the content and goals of the work.
- a. Process
 - b. Relationship
 - c. Formal
 - d. Task**
6. _____ conflict relates to how the work gets done
- a. Process**
 - b. Relationship
 - c. Formal
 - d. Task
7. studies demonstrate that _____ conflicts are almost always dysfunctional.
- a. Process
 - b. Relationship**
 - c. Task
 - d. all
8. For _____ conflict to be functional, it must be kept at a low level.
- a. Process**
 - b. Relationship
 - c. Task
 - d. communication
9. Low to moderate levels of _____ conflict consistently demonstrate a positive effect on group performance because it stimulates discussion of ideas that help groups perform better.
- a. Process
 - b. Relationship
 - c. Task**
 - d. all

10. ____ include communication, structure, and personal variables.

- a. Forms of negotiation
- b. Semantic difficulties
- c. sources of conflict**
- d. Intentions

11. ____ variables include factors such as size, degree of specialization, jurisdictional clarity, member-goal compatibility, leadership styles, reward systems, and the degree of dependence between groups.

- a. structure**
- b. perceived
- c. personal
- d. communication

12. At the ____ level, individuals become emotionally involved in conflict and parties experience anxiety, tensions, frustration, or hostility.

- a. Felt**
- b. intention
- c. personal
- d. Perceived

13. ____ intervene between people's perceptions and emotions and their overt behaviour and may be described according to two dimensions: cooperativeness and assertiveness.

- a. conflict
- b. media
- c. perceptions
- d. Intention**

14. _____ is the degree to which one party attempts to satisfy his or her own concerns.

- a. conscientiousness
- b. cooperativeness
- c. assertiveness**
- d. accommodation

15. Examples of _____ include trying to ignore a conflict and avoiding others with whom one disagrees.

- a. compromising
- b. accommodating
- c. competing
- d. Avoiding**

16. When one party seeks to appease an opponent, that party may be willing to place the opponent's interests above his or her own. This intention is referred to as _____.

- a. compromising
- b. accommodating**
- c. collaborating
- d. Avoiding

17. Which of the following is most closely associated with annihilatory conflict?

- a. Aggressive physical attacks
- b. Overt efforts to destroy the other party**
- c. Threats and ultimatums
- d. Assertive verbal attack

18. Which of the following conflict-resolution techniques involves playing down differences while emphasizing common interests between the conflicting parties?

- a. Altering the structural variables
- b. Expansion of resources
- c. Compromise
- d. Smoothing**

19. In a _____, gains by one party to negotiation are offset by losses by another party

- a. Dyad
- b. BATNA
- c. Zero sum game**
- d. compromise

20. In distributive bargaining, the _____ point is the lowest outcome that is acceptable.

20.

- a. breakeven
- b. resistance**
- c. target
- d. opposition

21. _____ bargaining tends to build animosities between parties.

- a. Integrative bargaining
- b. Distributive bargaining**
- c. collective bargaining
- d. None of the above

22. In the _____ stage of the negotiation process, parties will investigate the negotiation history and the other party's perception of the conflict.

- a. definition of ground rules
- b. clarification and justification
- c. closure and implementation
- d. preparation and planning**

23. Negotiators that are _____ are not very successful in distributive bargaining.

- a. disagreeable
- b. introverted
- c. intelligent
- d. extraverted**

24. Which of the following is NOT true of women?

- a. Women demonstrate less confidence in anticipation of negotiating.
- b. Women demonstrate more confidence in anticipation of negotiating.**
- c. Women are less satisfied with the process after negotiations.
- d. Women may unduly penalize themselves

25. _____ 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**

26. 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

27. _____ 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

28. _____ 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

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

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

30. There are _____ stages in the conflict process

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

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

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

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

- a) Zero- sum**
- b) Hostile
- c) Democratic
- d) Authoritative

33. _____ bargaining results in win lose situation

- a) Distributive**
- b) Integrative

- c) Functional
- d) Performance

34. _____ bargaining results in win win outcome

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

35. 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

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

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

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

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

38. 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**

39. Sharing information is _____ in distributive bargaining

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

40. 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

41. _____ is a third stage of conflict process

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

42. 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

43. _____ 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

44. _____ 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

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

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

46. _____ focuses on interpersonal relationships

a) **Relationship conflict**

b) Task conflict

c) Process conflict

d) Real conflict

47. There are ___ stages in the conflict process

a) **5**

b) 6

c) 4

d) 3

48. 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

49. 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

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

a) Mediator

b) **Arbitrator**

c) Counsellor

d) Conciliator

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

a) Mediator

b) Arbitrator

c) Counsellor

d) **Conciliator**

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

a) Knowledge barriers

b) Echoic barriers

c) **Semantic barriers**

d) Structural barriers

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

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

54. 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

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

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

56. Reserch 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

57. Negotiation process consist of ____ steps

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

58. _____ 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

59. _____ of conflict refers to awareness of conflict conditions

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

Unit 3: Emotion and Moods

1. Organizations that emphasize scientific management tend to operate under the _____, the idea that it is possible and desirable to create a workplace free of emotion.

- a. **myth of rationality**
- b. illusory correlation
- c. escalation of commitment
- d. two-factor theory

2. _____ are intense feelings that are directed at someone or something.

- a) Moods
- b) Correlations
- c) Norms
- d) Emotions**

3. _____ identified six "simple and primitive passions" - wonder, love, hatred, desire, joy, and sadness.

- a) Darwin
- b) Taylor
- c) Descartes**
- d) Mayo

4. _____ was a Vermont railroad worker who suffered a serious brain injury and was unable to experience positive or negative emotion.

- a) Charles Darwin
- b) Phineas Gage**
- c) Philip Zimbardo
- d) Elton Mayo

5. In The Expression of the Emotions in Man and Animals, _____ argues that emotions developed over time to help humans solve problems

- a) Charles Darwin**
- b) Phineas Gage
- c) Philip Zimbardo
- d) Elton Mayo

6. _____ is a mood dimension consisting of positive emotions such as excitement, self-assurance, and cheerfulness at the high end, and boredom, sluggishness, boredom, and tiredness at the low end

- a) Emotional dissonance
- b) Positive affect**
- c) Surface acting
- d) Self-awareness

7. Positive affect tend to peak _____.

- a) early in the morning
- b) one to two hours after waking
- c) at midday**
- d) in the evening

8. Which of the following statements about negative affect is most correct?

- a) Negative affect peaks just after waking.
- b) Negative affect peaks just before meals.
- c) Negative affect tends to increase throughout the day.
- d) Negative affect shows little fluctuation throughout the day.**

9. Which of the following social activities is NOT associated with increases in positive mood?

- a) physical activities, such as skiing or hiking with friends
- b) informal activities, such as going to a party
- c) sedentary activities, such as watching TV with friends**
- d) Epicurean activities, such as eating with others

10. Which of the following statements concerning gender and emotions is TRUE?

- a) Men show greater emotional expression than women.
- b) Men are slower to express anger than women.**
- c) Men experience emotions more intensely than women.
- d) Men are more comfortable expressing emotions.

11. Airlines expect their flight attendants to be cheerful, while funeral directors are expected to be sad. This is an example of _____

- a) emotional labour**
- b) self-awareness

- c) social skills
- d) empathy

12. _____ occurs when an employee is asked to express one set of feelings, for example, friendliness and courtesy, while experiencing other feelings, such as anger

- a) Emotional dissonance**
- b) Self-awareness
- c) Emotional labour
- d) Emotional activity

13. _____ emotions are an individual's actual emotions.

- a) Surface
- b) Displayed
- c) Deep
- d) Felt**

14. Steve is one of three employees being considered for promotion to a highly desirable managerial position. When the CEO announces that a co-worker, Jane, has been given the job, Steve claps loudly and promptly congratulates Jane. Steve's actions are evidence of his _____ emotions.

- a) Surface
- b) Displayed**
- c) Deep
- d) Felt

15. when a health care provider works to genuinely feel more empathy for her patients, she is _____ acting

- a) Surface
- b) Displayed

c) **Deep**

d) Felt

16. ____ theory attempts to explain the relationship between emotions and moods and job performance and satisfaction.

16.

a) Cognitive dissonance

b) Emotional dissonance

c) Cultural relativity

d) **Affective events**

17. ____, one of the dimensions of emotional intelligence, refers to being aware of what you are feeling

a) Self-management

b) **Self-awareness**

c) Social skill

d) Empathy

18. Emotional intelligence is associated with the ____.

a) hypothalamus

b) brain stem

c) **prefrontal cortex**

d) heart

19. Which of the following statements concerning emotional intelligence is NOT true?

a) The measures of emotional intelligence are diverse and have not been subjected to as much rigorous study as

measures of personality.

b) There is widespread consensus about the definition of emotional intelligence.

c) A considerable amount of evidence suggests that a high level of emotional intelligence means that a person will perform well on a job.

d) Emotional intelligence is biologically based. People with damage to the prefrontal cortex tend to score lower on tests of emotional intelligence.

20. People in good moods or those experiencing positive emotions are more likely to use _____, or rules of thumb.

a) **heuristics**

b) reference points

c) rationality

d) tripods

21. According to the study described in the text, how did mood affect people's ability to solve puzzles?

a) People with a negative mood worked harder and solved more puzzles.

- b) While people with a positive mood had similar expectations to those with a negative mood, people with a positive mood worked harder.
- c) People with a positive mood had higher expectations about solving puzzles and worked harder.**
- d) Mood has limited effect on the ability to solve puzzles, but affected satisfaction with the result.

22. How does feedback on performance affect mood and motivation?

- a) Feedback about performance has no influence on mood and motivation.
- b) Feedback about performance, when genuine, positively influences mood and motivation.
- c) Feedback about performance, when fake, negatively influences mood and motivation.
- d) Feedback about performance, whether real or fake, positively influences mood and motivation.**

23. A skilled negotiator is often described as having a _____. However, the expression of emotion can often be useful in negotiation.

- a) soccer smile
- b) emotional disconnect
- c) poker face**
- d) rumination

24. While quality customer service is associated with positive moods and emotional states, the actual demands of dealing with the public can create _____

- a) emotional dissonance**

- b) groupthink
- c) surface acting
- d) self-awareness

25. Studies show a matching effect between employees and customer emotions, an effect that is called _____

- a) emotional dissonance
- b) positivity offset
- c) emotional contagion**
- d) negative transfer

26. Which of the following statements concerning job attitudes is MOST correct?

- a) Negative moods from a person's experience at work rarely persist when the employee arrives home after work.
- b) Negative moods from a person's experience at work tend to create greater satisfaction when the employee arrives home after work.
- c) Negative moods from a person's experience at work tend to persist when the employee arrives home after work, but rarely carry over to the next work day.**
- d) Negative moods from a person's experience at work tend to persist when the employee arrives home after work and often carry over to the next work day.

27. _____ is voluntary behaviour that violates significant organizational norms.

- a) Turnover
- b) Organizational citizenship behaviour

c) **Deviant workplace behaviour**

d) Diversity awareness

28. Research has found that people in _____ report experiencing fewer positive and negative emotions than people in other cultures.

28.

a) France

b) **China**

c) Germany

d) India

29. Moods are _____ in nature

a) Neutral

b) **Cognitive**

c) Negative

d) Action oriented

30. _____ factors can influence interpretations of emotion

a) **Cultural**

b) Environmental

c) Social

d) Natural

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

a) **Emotions**

b) Moods

c) Feelings

d) Attitudes

32. Stressful daily events _____ affect moods

a) Positively

b) **Negatively**

c) Neither positively nor negatively

d) Neutral

33. Emotional intelligence is a factor in _____ employees.

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

34. _____ enhance problem solving skills

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

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

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

36. 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

37. _____ lead to deviant workplace behaviour

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

38. Emotions are _____ in nature

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

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

- a) Beliefs
- b) Moods
- c) Attitudes
- d) Emotions**

40. Emotions are usually accompanied by distinct _____ expressions

a) Physical

b) Facial

c) Positive

d) Verbal

41. Emotions are caused by _____ events.

a) Specific

b) Positive

c) General

d) Negative

42. _____ are less intense feelings than emotions and lack contextual stimulus

a) Affect

b) Effect

c) Moods

d) Emotions

43. Many researchers agree on _____ essentially universal emotions

a) 5

b) 6

c) 4

d) 3

44. _____ 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

45. _____ 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

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

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

47. _____ 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

48. _____ 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**

49. _____ 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

50. _____ 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

51. 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

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

- a) Neutral

- b) **Bad**
- c) Good
- d) Happy

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

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

54. Conscientiousness helps a person perceive _____ in self and others

- a) Attitudes
- b) **Emotion**
- c) Affection
- d) Moods

55. _____ says that employees react emotionally to things that happen to them at work and this reaction influences their job performance and satisfaction

- a) Attitudinal events theory
- b) **Affective events theory**
- c) Emotional events theory
- d) Social events theory

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

- a) Mood regulation
- b) **Emotion regulation**
- c) Positive emotions
- d) Negative emotions

57. Employees motivation affected by _____ and moods

- a) Attitude
- b) Self esteem
- c) Intention
- d) **Emotion**

58. Emotions are strong feelings that are directed toward some _____

- a) General target
- b) Emotional target
- c) **Specific target**

d) No target

59. Individuals differ in terms of _____ i.e how strongly they experience their emotions

a) Affect

b) Affect intensity

c) Effect intensity

d) Attitudes

Unit 4: Organisational change and stress management

1. There are a number of forces that act as stimulants for change. A stock market crash is an example of _____.

a) changing technology

- b) competition
- c) an economic shock**
- d) a social trend

2. Planned change activities are _____.

- a) proactive and purposeful**
- b) implemented by top management
- c) accidental
- d) related to strategic goals

3. Ankur is meeting with his employees to explain the details of an impending reorganization. He is using the strategy of _____ to reduce resistance to change

- a) manipulation and cooptation
- b) participation
- c) education and communication**
- d) coercion

4. Susan has asked all of her employees to participate in a day long retreat to discuss ways of restructuring their office. Everyone is encouraged to share ideas and concerns. Susan is using the strategy of _____ to reduce resistance to change

- a) manipulation and cooptation
- b) participation**
- c) education and communication
- d) coercion

5. Greg's employees are very upset about a change in their work hours and responsibilities. Greg has given each employee an additional day of paid leave and is providing free access to counselling services. He is using the strategy of

_____ to reduce resistance to change.

- a) manipulation and cooptation
- b) negotiation
- c) Building support and commitment**
- d) coercion

6. Employees at Acme manufacturing are upset about a change to their health insurance benefits. The human resource manager organizes a meeting to explain the reasons for the change and to make sure that employees understand that the changes will affect all employees equally. She is using the strategy of _____ to reduce resistance to change.

- a) manipulation and cooptation
- b) negotiation
- c) implementing changes fairly**
- d) coercion

7. Jon-Michael is threatening to close his restaurant if employees don't agree to a pay cut. He is using the strategy of _____ to reduce resistance to change.

- a) manipulation and cooptation**
- b) participation
- c) education and communication
- d) coercion

8. _____ is a strategy that involves direct threats or force.

- a) Participation
- b) Facilitation
- c) Support
- d) Coercion**

9. ____ attempts to enhance group functioning by increased participants understanding of group processes.

- a) Appreciative inquiry
- b) Sensitivity training**
- c) Process consultation
- d) Survey feedback

10. Through _____, a consultant works in jointly diagnosing a problem with a client

- a) Appreciative inquiry
- b) Sensitivity training
- c) Process consultation**
- d) Survey feedback

11. _____ seeks to identify the unique qualities and special strengths of an organization and build on these to improve performance.

- a) Appreciative inquiry**
- b) Sensitivity training
- c) Survey feedback

d) New enquiry

12. _____ values include respect for people, trust and support, power equalization, confrontation, and participation

a. change management

b. action research

c. **organisation development**

d. Innovation

13. _____ is a new idea applied to initiating or improving a product, process, or service.

a) Change management

b) Decentralization

c) **Innovation**

d) Formalization

14. _____ structures positively influence innovation because they are lower in vertical differentiation, formalization, and centralization

a) **Organic**

b) Quality

c) Distinctive

d) Mechanistic

15. Once a new idea is developed, a(n) _____ actively and enthusiastically promotes the idea, builds support, overcomes resistance, and ensures that the innovation is implemented.

- a) mentor
- b) team leader
- c) change agent
- d) idea champion**

16. _____ occurs when errors are detected in ways that involve the modification of the organization's objectives, policies, and standard routines.

- a) Functional formalization
- b) Double-loop learning**
- c) Business process reengineering
- d) Single-loop learning

17. Proponents of the learning organization envision it as a remedy for three fundamental problems inherent in traditional organizations. _____ based on specialization creates artificial boundaries that separate different functions into adversarial groups.

- a) Competition
- b) Reactiveness
- c) Complexity
- d) Fragmentation**

18. A _____ organization is an organization that has developed the continuous capacity to adapt and change.

- a) quality improvement
- b) continuous improvement
- c) learning**
- d) lattice

19. When considering stress, _____ are things within your control that you can use to resolve demands.

- a) demands
- b) resources**
- c) opportunities
- d) hindrances

20. ____demands are factors related to a person's job.

- a) Vocational
- b) Role
- c) Task**
- d) Interpersonal

21. Evidence indicates that individuals with _____ perceive their jobs to be less stressful

- a) hostility
- b) experience on the job
- c) low self-efficacy
- d) internal locus of control**

22. Changes in metabolism heart rate and blood pressure are _____ symptoms of stress

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

23. _____ demands and pressures created by other employees

- a) Interpersonal**
- b) Social
- c) Task
- d) Role

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

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

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

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

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

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

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

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

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

- a) Political changes
- b) Workforce changes
- c) Technological changes

d) Economic shocks

29. Liberalisation of attitudes toward gay employees are examples of

a) Social Trends

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

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

a) Demands

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

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

a) Uncertainty

- b) Stress
- c) Resources
- d) Identity

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

a) Role Ambiguity

- b) Role overload**
- c) Role overlap
- d) Role underload

33. _____ 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

34. _____ are people obsessed with their work

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

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

a) **Psychological**

b) Social

c) Physiological

d) Behavioural

36. Changes in business cycle create _____ uncertainties

a) Social

b) Political

c) **Economic**

d) Technological

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

a) Secret agents

b) **Change agents**

c) Workers

d) Work agents

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

a) Cooptation

b) Manipulation

c) **Coercion**

d) Force

39. _____ 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

40. _____ 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

41. _____ 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

42. _____ 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**

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

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

44. _____ 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

45. 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

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

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

d) Meetings

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

a) Emerging

b) Learning

c) Technology

d) Hardworking

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

.a) Intergroup

b) Interpersonal

c) Intrapersonal

d) Individual

49. _____ 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

50. _____ 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

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

a) Intergroup development

b) Organisational structure

c) Work change

d) Planned change

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