Sheth NKTT College

TYBCOM SEM V :Psychology of human behaviour at work
Objectives by Prof. Sachin Sutar

Unit 1 Organisational behaviour

1. Which is not one of the five functions of management suggested by Henri Fayol?

   a) Participating

   b) Organizing

   c) Commanding

   d) Controlling

2. _____ is a researcher who identified managerial roles by the in-depth study of five executives

   a) Henri Fayol
   b) Fred Luthans

   c) Herb Kelleher

   d) Henry Mintzberg

3. Which is *not* one of Mintzberg's interpersonal roles?

   a) Leadership

   b) Liaison

   c) Monitor

   d) Figurehead

4. _____ skills encompass the ability to apply specialized knowledge or expertise.

   a) Conceptual

   b) Human

   c) Technical

   d) Liaison

5. When studying *successful* managers, Fred Luthans and his associates found that _____ made the largest relative contribution.

    a) Traditional management

    b) Communication

    c) Human resource management

    d) Networking

6. The field of organizational behaviour is most concerned with an organization's _____.

    a) efficiency
    b) perception
    c) effectiveness

    d) responsiveness

7. "Intuition" is concerned with _____.

    a) gut feelings

    b) systematic study

    c) scientific analysis

    d) predictive ability

8. _____ is a science that seeks to measure, explain, and sometimes change the behaviour of humans and other animals.

    a) Anthropology

    b) Social psychology

    c) Sociology

    d) Psychology

9. Which is not a contributing area to Organizational Behaviour

    a) anthropology

    b) physiology
    c) psychology

    d) sociology

10._____ is the study of societies to learn about human beings and their activities.

- a) Sociology
- b) Social Psychology
- c) Political Science
- **d) Anthropology**

11. Which of the following is NOT identified as a primary challenge for managers?

- a) Managers may face anti-capitalism backlash, especially in countries such as France and Finland.
- b) Managers are increasingly likely to find themselves in foreign assignments.
- c) The workforce will become more diverse in terms of gender and ethnicity
- **d) Employees will become more willing to embrace the mainstream culture.**

12. Mangers in Canada and Australia are finding it necessary to adjust to large influxes of _____ workers.

- a) American

- b) Mexican

- **c) Asian**

- d) European

13. Which of the following is true with respect to workers 55 and over?

- a) The number of 55 and older workers will decrease in the next decade

- **b) The number of 55 and older workers will increase in the next decade.**
- c) Recent legislation will result in most workers retiring by age 55.

- d) The number of workers 55 and older will remain the same in the next decade

14. Today's managers must learn to cope with _____, as jobs are continually redesigned; tasks are increasingly being done by flexible teams rather than individuals; and jobs are being subcontracted to other firms.

- a) anonymity

- b) globalization

- **c) temporariness**
- d) inertia

15. Situations in which one is required to define right and wrong are known as _____.

    a) social scenarios
    b) ambiguous situations
    c) moral dilemmas
    d) ethical dilemmas

16. Which of the following best defines a *model*?

    a) a simplified representation of a real-world phenomena
    b) a response that is affected by an independent variable
    c) a performance measure that includes effectiveness and efficiency
    d) the presumed cause of some change in the dependent variable

17. Productivity implies a concern for _____ and _____

    a) efficiency, effectiveness
    b) effectiveness, quality control
    c) customer service, efficiency
    d) customer service, quality control

18. A product that successfully meets the needs of its clientele is _____.

    a) efficient
    b) high quality
    c) streamlined
    d) effective

19. _____ is the permanent withdrawal of an employee from an organization.

    a) Psychological withdrawal
    b) Absenteeism
    c) Turnover
    d) Sabbatical

20. _____ is voluntary behaviour that violates significant organizational norms

    a) Turnover
    b) Organizational citizenship behaviour
    c) Deviant workplace behaviour
    d) Diversity awareness

21. Job satisfaction is negatively related to _____ and _____.

    a) organizational citizenship, work/life programs
    b) diversity awareness, training
    c) absenteeism, turnover
    d) diversity awareness, organizational citizenship

22. Which of the following is NOT a type of independent variable?

    a) environmental level
    b) individual level
    c) organization systems level
    d) group level

23._____ are individuals who get things done through other people.

    a) Leaders
    b) Psychologists
    c) Organizations
    d) Managers

24. Which French industrialist said that a manager's functions consist of planning, organizing, commanding, coordinating, and controlling?

    a) Henri Fayol
    b) Henry Mintzberg
    c) Fred Luthans
    d) Herb Kelleher

25. Through the _____ function, managers monitor the performance of the organization and significant deviations.

    a) organizing
    b) planning
    c) leading
    d) controlling

26. _____ is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations

   a) Psychology
   b) Organizational behaviour
   c) Sociology
   d) Leadership

27. _____ involves looking at relationships, attempting to attribute cause and effects, and drawing conclusions based on systematic evidence.

   a) Intuition

   b) Systematic study

   c) Workforce diversity
   d) Empowerment

28. _____ means that organizations are becoming a more heterogeneous mix of people in terms of gender, age, race, ethnicity, and sexual orientation

   a) Affirmative action

   b) Workforce diversity

   c) Equal employment opportunity

   d) Collective management

29. Which of the following is NOT one of the major workforce diversity categories identified in the text?

   a) Lifestyle
   b) Race
   c) Gender
   d) Sexual orientation

30. Which of the following best reflects the "melting pot" assumption?

   a) Diversity should be embraced

   b) People should adopt the majority culture

   c) Cultures are comprised of separate mosaics.
   d) Diversity will contribute positively to organizational decision making

31. The accounting equation, *Assets = Liabilities + Owner's Equity*, is an example of a(n) _____.

    a) ethical dilemma

    b) model

    c) factor
    d) variable

32. The primary dependent variables in organizational behaviour have been productivity, absenteeism, turnover, and job satisfaction. More recently, _____ and _____ have been added to the list.

    a) learning and motivation

    b) ability, values

    c) effectiveness, efficiency

    d) deviant workplace behaviour , organizational citizenship

33. A failure to report to work is termed _____.

    a) delinquency

    b) insubordination

    c) turnover

    d) absenteeism

34. in his Informational role , the manager has to act as a _____

    A. Monitor

    B. Control

    C. Maintain

    D. Produce

35. When a manager has the ability to work with, understand and motivate other people or group, he possess _____skills

    A. Technical

    B. Human

    C. conceptual

    D. Intrapersonal

36. Organisational behaviour is _____ in nature

    A. Interactive

    B. Interdisciplinary

    C. Inter versatile

    D. Inter discovery

37. _____ is a science that seek to measure and explain & sometimes change the behaviour of humans & animals

    A. Sociology

    B. Social psychology

    C. Psychology

    D. Psychiatry

38. The set of actions employee take to separate themselves from the organisation termed as employee's _____

    A. Citizenship behaviour

    B. Turnover

    C. Withdrawal behaviour

    D. Engagement behaviour

39. Manager who initiates and oversees new project is performing the role of _____

    A. Monitor

    B. leader

    C. Negotiator

    D. Entrepreneur

40. _____ is a positive work related attitude

    A. Employee Engagement

    B. Employee Disengagement

    C. Employee withdrawal behaviour

    D. Employee dissatisfaction

41. The study of people in relation to their social environment or culture is called _____

   A. Psychology

   B. **Sociology**

   C. Social psychology

   D. Anthropology

42. A manager with _____skills has the mental ability to analyse and diagnose complex situation

   A. Technical

   B. Human

   C. **conceptual**

   D. Intrapersonal

43. In the _____roles the manager discusses the issues and bargains with other units to get advantages for their own unit

   A. Liaison

   B. Spokesperson

   C. Negotiator

   D. Figurehead

44. _____roles involves monitoring activities to ensure they are accomplished as planned and correcting any significant variation

   A. Decisional

   B. Conceptual

   C. **Controlling**

   D. Leading

45. In a _____roles the manager represents and speaks on behalf of the organisation conveying information relating to organisation plans , policies & results to outsiders

   a) Figurehead

   b) **Spokesperson**

   c) Disseminator

   d) Leader

46._____ are situations in which individuals are required to define right or wrong conduct

   A. Personal dilemmas

   B. Social dilemmas

   C. **Ethical dilemmas**

   D. Behavioural dilemmas

47. _____ is negatively related to employee turnover

   A. Employee absenteeism

   B. Employee Disengagement

   C. Employee withdrawal behaviour

   D. **Employee satisfaction**

48._____ Skills encompasses the ability to apply specialises knowledge or expertise

   A. **Technical**

   B. Human

   C. conceptual

   D. Intrapersonal

49. _____is the study of societies to learn about human beings and their activities

   A. Psychology

   B. Sociology

   C. Social psychology

   D. **Anthropology**

50._____is a process that includes defining goals, establishing strategy, and developing plans to coordinate activities

   A. Decisional

   B. **planning**

   C. Controlling

   D. Leading

51.Managers who are required to perform duties that are ceremonies and symbolic in nature are called_____

   a) **Figurehead**

   b) Monitor

   c) Negotiator

   d) Leader

52. _____is the concept that organisations are becoming more heterogenous in terms of gender, age, race, ethnicity, sexual orientation and inclusion of other groups

   A. Biodiversity

   B. **Workforce diversity**

   C. Socio diversity

   D. Heterogeneous diversity

53. The discretionary behaviour that is not part of employees formal job requirements and that contributes to the psychological and social environment of the workplace termed as _____

   A. **Citizenship behaviour**

   B. Turnover

   C. Withdrawal behaviour

   D. Engagement behaviour

Unit 2: Attitudes and job satisfaction

1._____ are evaluative statements, either favourable or unfavourable, concerning objects, people, or events.

   a) Beliefs
   b) Theories
   c) Attitudes
   d) Norms

2. The _____ component of an attitude relates to opinions or beliefs.

   a) behavioural
   b) affective
   c) cognitive
   d) organizational

3.The _____ component of an attitude relates to emotions and feelings.

   a) behavioural
   b) affective
   c) cognitive
   d) organizational

4. _____ refers to any incompatibility between two or more attitudes or between behaviour and attitudes.

   a) Job satisfaction
   b) Cognitive dissonance
   c) Affective commitment
   d) Self-perception

5. Research into the relationship between attitudes and behaviour was conducted by _____.

    a) Festinger
    b) Maslow
    c) Herzberg
    d) Lewin

6. _____ is a positive feeling about one's job resulting from an evaluation of its characteristics.

    a) Job involvement
    b) Organizational commitment
    c) Job involvement
    d) Job satisfaction

7. _____ is the degree to which a person psychologically identifies with his or her job.

    a) Job commitment
    b) Job overload
    c) Organizational citizenship
    d) Job involvement

8. _____ is an employee's belief that he significantly affects his work environment, his competence, the meaningfulness of his job, and the perceived autonomy in his work.

    a) Psychological empowerment
    b) Organizational commitment
    c) Job involvement
    d) Job satisfaction

9. _____ is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.

    a) Job involvement
    b) Organizational commitment
    c) Job involvement
    d) Job satisfaction

10. _____ is an individual's involvement with, satisfaction with, and enthusiasm for the work he or she does.

   a) Normative commitment
   b) Employee citizenship
   c) Perceived organizational support
   d) Employee engagement

11. _____ is a positive feeling about the job resulting from an evaluation of its characteristics.

   a) Job enlargement
   b) Job enrichment
   c) Job enhancement
   d) Job satisfaction

12. When a survey asks, "All things considered, how satisfied are you with your job?" it is employing a _____.

   a) Positive response
   b) Single rating system
   c) Cognitive assessment
   d) Summation score

13. Which of the following statements is most TRUE?

   a) Satisfied workers tend to be lazy workers
   b) Satisfaction has no relation to productivity
   c) Productive workers tend to be satisfied workers
   d) Productivity cannot cause satisfaction.

14. When employees are dissatisfied, they may respond with _____, actively and constructively attempting to improve conditions.

   a) exit
   b) voice
   c) loyalty
   d) neglect

15. High job satisfaction is associated with _____.

   a) high turnover

   b) a high level of organizational citizenship behaviour

   c) high rates of absenteeism

   d) All of the above

16. Brooke dislikes her coworker, Bill, because of his negative comments about women. Brooke's feelings are an example of the _____ component of an attitude.

   a) psychological

   b) cognitive

   c) affective

   d) behavioural

17. Managers are most concerned with the _____ component of attitude.

   a) psychological

   b) cognitive

   c) affective

   d) behavioural

18. Leon Festinger is associated with the theory of _____.

   a) job rotation

   b) relational opportunities

   c) cognitive dissonance

   d) expectancy

19. Which of the following best describes cognitive dissonance?

a) An emotional attachment to the organization and a belief in its values.

b) Dissatisfaction expressed through behaviour directed toward leaving the organization.

c) Attitudes used after the fact to make sense out of behaviour.

d) **Any incompatibility between two or more attitudes or between behaviour and attitudes.**

20. Which of the following would be most likely to result in cognitive dissonance?

a) George believes that Toyotas are the best quality cars and is willing to pay a high price to purchase a Toyota

b) George thinks that it is important to protect the environment and tries to recycle whenever possible

c) George believes that no company should pollute the air or water and is the head of his company's quality assurance department, implementing procedures to reduce air and water pollution

d) **George would like to lose at least 20 pounds, but orders a double cheeseburger for lunch**

21. Which of the following is NOT a primary factor affecting an individual's motivation to reduce

a) rewards that may be involved in dissonance

b) **the length of time that the individual has held the beliefs**

c) importance of the elements creating the dissonance

d) the degree of influence the individual believes that he has over the elements

22. Which of the following statements about behaviour and attitudes is NOT true?

a) Attitudes that are easily remembered are more likely to predict behaviour than attitudes that are not accessible in memory.

b) Attitudes that individuals consider important tend to show a strong relationship to behaviour.

c) The attitude-behaviour relationship is likely to be much stronger if an attitude refers to something with which the individual has direct personal experience.

d) General attitudes have a greater influence on behaviour than specific attitudes.

23. Which of the following statements about behaviour and attitudes is true?

a) Specific attitudes are best at predicting general behaviours.

b) Social pressures are a minor factor in predicting behaviour.

c) **The attitude-behaviour match is likely to be much stronger if an attitude refers to something with which the individual has personal experience**.

d) Important attitudes relate to the world as a whole and the well-being of all humankind.

24. _____ is the collection of feelings that one holds about his or her job.

a) Job satisfaction

b) Job involvement

c) Organizational commitment

d) Citizenship behaviour

25. High levels of job involvement are related to which of the following job related outcomes?

a) Fewer absences

b) Higher levels of organizational citizenship

c) Higher levels of job performance

d) All of the above

26._____ is the degree to which an employee identifies with a particular organization and its goals maintain membership in the organization.

    a) Psychological empowerment

    b) Organizational commitment

    c) Job satisfaction

    d) Job involvement

27._____ commitment is an emotional attachment to an organization and a belief in its values.

    a) Reversible

    b) Cognitive

    c) Affective

    d) Behavioural

28. _____ commitment is an employee's obligation to remain with the organization for moral or ethical reasons.

    a) Continuance

    b) Normative

    c) Attitudinal

    d) Affective

29. _____ is the degree to which employees believe the organization values their contribution and cares about their well being.

  a) Employee wellness

  b) Perceived organizational support

  c) Behaviourism

  d) Cognitive dissonance

30. _____ refers to an employee's involvement with, satisfaction with, and enthusiasm for the work she does.

  a) Employee wellness

  b) Cognitive dissonance

  c) Perceived organizational support

  d) Employee engagement

31. Surveys indicate that _____ are highly engaged by their work.

  a) 52% to 65%

  b) 31% to 39%

  c) 17% to 29%

  d) 12% to 20%

32. _____ is a positive feeling about one's job resulting from an evaluation of its characteristics.

  a) Job satisfaction

  b) Organizational citizenship behaviour

  c) Workplace diversity

  d) Customer loyalty

33. Bill has recently received a survey from his employer that contains just one question, "All things considered, how satisfied are you with your job?" Bill is instructed to circle a number between one and five that corresponds with answers from "highly satisfied" to "highly dissatisfied". Bill is being asked for a _____.

    a) summation score

    b) loyalty indicator

    c) concept indicator

    d) single global rating

34. When employees were asked to rate their satisfaction with various facets of their job, which received the highest rating?
    a) Coworkers

    b) Work itself

    c) Pay

    d) Supervision

35. Which of the following statements about the relationship between salary and job satisfaction is most TRUE?
    a) Salary is most highly correlated with job satisfaction among senior executives.

    b) For people living below the poverty line, salary has a low correlation with job satisfaction.

    c) For individuals making over �20,000 per year, the relationship between salary and job satisfaction is weak.

    d) Salary is not a factor in job satisfaction.

36._____ is a passive, destructive response to dissatisfaction.

a) Exit

b) Voice

c) Loyalty

d) Neglect

37. Jill is very dissatisfied with her current job, but is optimistically waiting for conditions to improve. Her response can best be described as _____.

a) Exit

b) Voice

c) Loyalty

d) Neglect

38. Which of the following statements is TRUE?

a) Satisfied employees increase customer satisfaction and loyalty.

b) Satisfied employees are more likely to be friendly and upbeat.

c) Dissatisfied customers can increase an employee's job dissatisfaction.

d) All of the above are true.

39. An important moderator of the satisfaction-turnover relationship is _____.

a) the salary of the employee

b) the level of employee performance

c) where the employee fits within the organizational structure

d) the age of the employee

40. How do share prices differ between companies with high morale and those with medium or low morale?

a) Share prices appear to be unrelated to employee morale.

b) **While share prices increased for companies in both groups, the increase was significantly larger among companies with high morale**.

c) Share prices were relatively constant among companies with medium to low morale, but increased in companies with high morale.

d) Share prices increased in companies with high morale and decreased in companies with medium or low morale.

41. Looking at global differences in job satisfaction, where was job satisfaction the highest?

a) Eastern cultures

b) China

c) India

d) **Western cultures**

42 .The _____component of attitude is a description or belief in the way we think are

A. Affective

B. **Cognitive**

C. Motivational

D. Behavioural

43. In _____ the employee identifies with a particular organisation and its goal and wishes to remain a member

A. Job engagement

B. **Organisational commitment**

C. Job involvement

D. Job satisfaction

44. _____ is the individual's involvement with satisfaction with and enthusiasm for the work she does

A. **Employee engagement**

B. Organisational commitment

C. Job involvement

D. Job satisfaction

45. The _____response includes actively and constructively attempting to improve conditions

   A. Exit

   B. **Voice**

   C. Neglect

   D. Loyalty

46. Any incompatibility between two or more attitudes or between behaviour and attitudes termed as _____

   A. Behavioural dissonance

   B. Attitude dissonance

   C. **Cognitive dissonance**

   D. Cognition disassociation

47.Research studies has found that lower the employees satisfaction with his job _____ the possibility that he will remain absent from his work

   A. Lower

   B. **Greater**

   C. Moderate

   D. Very low

48. _____is an overall perception of what is fair in the organisation

   A. Distributive justice

   B. Procedural justice

   C. Interactional justice

   D. **Organisational justice**

49. The emotional or feeling segment of an aptitude is called as its _____component

   A. **Affective**

B. Cognitive

C. Motivational

D. Behavioural

50._____a positive feeling about a job resulting from an evaluation of its characteristics

A. Job engagement

B. Organisational commitment

C. Job involvement

D. **Job satisfaction**

51. _____ is the degree to which employees believe the organisation values their contribution and cares about their well being

A. Psychological empowerment

B. Job engagement

C. **Perceived organisational support**

D. Job engagement

52. The _____response passively allows conditions to worsen & include chronic absenteeism or lateness, reduced efforts and increased error rate.

A. Exit

B. Voice

C. **Neglect**

D. Loyalty

53. _____refers to employees belief in the degree to which they affect their work , environment, competence, meaningfulness of their job and their perceived autonomy

A. Organisational commitment

B. **Psychological empowerment**

C. Job engagement

D. Job involvement

54. _____ is the perceived degree to which one is treated with dignity and respect

A. Distributive justice

B. Procedural justice

C. **Interactional justice**

D. Organisational justice

Unit 3: motivation concepts

1._____ is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

    a) Perception

    b) Cooperation

    c) Motivation

    d) Affect

2. Which is NOT a dimension in Maslow's Hierarchy of Needs?

    a) Ego

    b) Physiological

    c) Safety

    d) Esteem

3._____ theory is an extension of Maslow's hierarchy of needs.

    a) Two-factor

    b) Theory Y

    c) Theory X

    d) ERG

4. Which of the following comments was made by a Theory X manager?

    a) Employees dislike work.

b) Employees will exercise discretion.

c) The average person will seek responsibility.

d) Employees can view work as natural as rest or play.

5. Which of the following is a motivational factor, according to Herzberg's two-factor theory?

a) quality of supervisions

b) recognition

c) pay

d) relations with others

6. According to _____ theory, allocating extrinsic rewards for behaviour that had been previously intrinsically rewarding tends to decrease the overall level of motivation.

a) management by objectives

b) goal-setting

c) self-efficacy

d) cognitive evaluation

7. According to Edwin Locke, _____ goals produce the greatest degree of achievement.

a) ambiguous and difficult

b) specific and difficult

c) specific and easy

d) ambiguous and easy

8. _____ programs emphasize participatively set goals that are tangible, verifiable, and measurable.

a) Self-efficacy

b) Management by objectives

c) Reinforcement

d) Organizational

9._____ is also known as social cognitive theory or social learning theory.

a) Self-efficacy

b) Reinforcement

c) Goal-setting

d) Cognitive evaluation

10. The _____ effect is a form of self-fulfilling prophecy where believing something to be true can make it true.

a) Archimedes

b) Galatia

c) Icarus

d) Pygmalion

11._____ theory argues that behaviour is a function of its consequences.

a) Equity

b) Reinforcement

c) Goal-setting

d) Expectancy

12._____ theory makes the assumption that people will compare their job inputs and outcomes with those of others and then respond to eliminate perceived inequities.

a) **Equity**

b) Reinforcement

c) Goal-setting

d) Expectancy

13. When an employee compares their inputs and outcomes with another employee within their organization, they are making a(n) _____ comparison.

a) self-outside

b) self-inside

c) **other-inside**

d) other-outside

14. _____ justice is the perceived degree to which an individual is treated with dignity, concern, and respect.

a) Procedural

b) Equity

c) **Interactional**

d) Distributive

15. According to expectancy theory, which of the following factors lead to good performance?

a) **The individual must have the requisite ability to perform.**

b) The performance appraisal system must be perceived as fair.

c) The rewards must be desirable to the employee.

d) All of the above

16. Processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal are collectively known as _____.

a) redirection

b) motivation

c) cognitive effort

d) expectancy

17.In Maslow's hierarchy of needs, _____ needs include security and protection from physical and emotional harm.

a) esteem

b) physiological

c) safety

d) self-actualization

18. Physiological and safety needs are _____ needs.

a) higher-order

b) lower-order

c) lateral

d) equity

19. ERG theory is associated with _____.

a) Abraham Maslow

b) Frederick Herzberg

c) Clayton Alderfer

d) Douglas McGregor

20. According to ERG theory, _____.

a) an unsatisfied need ceases to motivate.

b) **a person may work on three needs at the same time.**

c) frustration over a lower-level need will cause an individual to focus on higher-level needs.

d) individuals will focus on their lowest level of unsatisfied need.

21.Which of the following statements was most likely to have been made by a Theory X manager?

a) "My employees work really hard - they seem to motivate themselves."

b) "Most people are hard workers."

c) "**I spend most of my day closely supervising employees. When I'm not around, I suspect that they do as little as possible.**"

d) "The key to high productivity is giving employees the opportunity to make decisions."

22. Which of the following assumptions are characteristic of McGregor's Theory Y?

a) Employees can view work as being as natural as rest or play.

b) People will exercise self-direction and self-control if they are committed to the objectives.

c) The average person can learn to accept, even seek, responsibility.

d) **All of the above**

23. According to Herzberg, which of the factors below is NOT considered an intrinsic motivator?

a) Advancement

b) Recognition

c) Responsibility

d) Pay

24. In Herzberg's model, conditions surrounding the job such as quality of supervision pay, and company policies are known as _____ factors.

    a) motivation

    b) recognition

    c) hygiene

    d) intrinsic

25. Promotional opportunities would be a(n) _____ factor in Herzberg's model.

    a) hygiene

    b) motivational

    c) extrinsic

    d) equity

26. _____ suggests that introduction of extrinsic rewards reduces the enjoyment of the task.

    a) Contingency theory

    b) Goal setting theory

    c) Cognitive evaluation theory

    d) Expectancy theory

27. Which of the following is an example of an *intrinsic* reward?

    a) salary

b) bonus

c) interesting work

d) promotion

28. _____ considers the degree to which peoples' reasons for pursuing goals are consistent with their interests and core values.

    a) Self-concordance

    b) Goal setting theory

    c) Self-efficacy

    d) Equity theory

29. Goal-setting theory suggests all of the following EXCEPT:

    a) Specific goals lead to higher performance.

    b) Difficult goals increase performance.

    c) Feedback leads to higher performance.

    d) Ambiguous goals increase performance.

30. _____ operationalizes goal-setting theory.

    a) Equity theory

    b) Self-efficacy

    c) Management by objectives

    d) Expectancy theory

31. _____ refers to an individual's beliefs that he or she is capable of performing a task.

a) **Self-efficacy**

b) Self-concordance

c) Reinforcement

d) Equity

32. Which of the following is NOT a strategy for increasing self-efficacy?
   a) vicarious modeling

   b) **extinction**

   c) enactive mastery

   d) verbal persuasion

33. _____ refers to increasing self-efficacy by seeing someone else performing a task.
   a) Enactive mastery

   b) Arousal

   c) Verbal persuasion

   d) **Vicarious modeling**

34. The _____ effect occurs when high performance expectations are communicated to employees.
   a) Pygmalion

   b) Zeus

   c) Trojan

   d) **Galatea**

35. _____ theory ignores the inner state of the individual and concentrates solely on what happens to a person when he or she takes some action.

a) Equity

b) Expectancy

c) Reinforcement

d) Self-efficacy

36. Jane has recently discovered that a co-worker is making �1,000 more per month, in spite of the fact that both Jane and her co-worker have similar credentials and levels of effort. In light of this discovery, Jane is dissatisfied. Jane's dissatisfaction can be explained by _____ theory.

a) Equity

b) Expectancy

c) Reinforcement

d) Self-efficacy

37. When an employee compares his current position with experiences in a different or former position he/she has just made a _____ comparison.

a) self-outside

b) other-inside

c) other-outside

d) self-inside

38. Which of the following statements concerning inequitable pay is NOT true?

a) Given payment by quantity of production, underrewarded employees will produce a large number of low-quality units in comparison with equitably paid employees.

b) Given payment by time, underrewarded employees will produce less or poorer quality of output.

c) Given payment by quantity of production, overrewarded employees will produce fewer, but higher-quality, units than will equitably paid employees.

d) **Given payment by time, underrewarded employees will produce more than will equitably paid employees**.

39. _____ justice refers to the perceived fairness of the amount and allocation of rewards among individuals.

a) Interactional

b) Distributive

c) Equity

d) Procedural

40. Expectancy theory was proposed by _____.
a) Douglas McGregor

b) Victor Vroom

c) Frederick Herzberg

d) Abraham Maslow

41. Bill is concerned that he will be unable to meet his sales quota for January. Bill is concerned with the _____ relationship.

a) performance-reward

b) personal goals-effort

c) effort-performance

d) reward-personal goals

42. Juan's employer rewards high performers with additional paid time off. Faced with a large mortgage, Juan would prefer overtime pay. Juan is not motivated to work hard because of the _____ relationship.

a) reward-personal goals

b) personal goals-effort

c) effort-performance

d) performance-reward

43. Which of the following countries is NOT identified as scoring high on nurturing characteristics?

a) Denmark

b) Sweden

c) Norway

d) the United States

44. An entitlement attitude implies that _____.

a) employees expect outcomes to be greater than inputs.

b) employees expect inputs to be greater than outcomes.

c) employees expect inputs and outcomes to be the same.

d) employees expect outcomes without inputs.

45. According to Herzberg theory , when _____factors are adequate , people will not be dissatisfied

A. Motivators

B. **Hygiene**

C. Secondary

D. Primary

46. _____need is about security and protection from physical and emotional harm

   A. **Safety**

   B. Financial

   C. Social

   D. Physiological

47. The three elements of motivation are ___ ., direction and persistence

   A. Performance

   B. Feedback

   C. **Intensity**

   D. Affectivity

48. In McClelland's theory _____ refers to the need to in charge, to be able to exercise control over others

   A. **nPow**

   B. nAch

   C. nAff

   D. nCom

49. Need hierarchy theory is proposed by_____

   A. Abraham Lincoln

   B. **Abraham Maslow**

   C. Stacy Adams

   D. David McClelland

50. Goal setting theory says that specific and difficult goals with feedback lead to _____

   A. Higher commitment

B. Higher satisfaction

C. Higher commitment

D. **Higher performance**

51. A _____is a senior employee who sponsors and support a less experienced employee

A. Manager

B. Protégé

C. **Mentor**

D. boss

52. Fredrick Hertzberg proposed the _____

A. Need hierarchy theory

B. Theory X and Y

C. Goal setting theory

D. **Two factor theory**

53. In McClelland theory _____refers to the need to be with people and have close personal relationships.

A. nPow

B. nAch

C. **nAff**

D. nCom

54. A person feels _____when his outcome/ income ratio is greater than corresponding ration of another person with whom person compares himself

A. Under rewarded inequity

B. **Over rewarded inequity**

C. Inequity

D. Equity

55. Expectancy theory of motivation is proposed by_____

A. Edwin Locke

B. Stacy Adams

C. **Victor Vroom**

D. B F skinner

56. Affection, belongingness, acceptance and friendship are elements of _____need

A. **social**

B. Safety

C. Esteem

D. basic

57. A theory that relates intrinsic factors to job satisfaction and associates extrinsic factors with dissatisfaction is known as _____

A. Equity theory

B. Goal setting theory

C. Expectancy theory

D. **Two factor theory**

58. A mentor is a senior employee who sponsors and supports a less experience employee called as

_____

A. **protégé**

B. Apprentice

C. Trainee

D. Subordinates

59. _____says that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities

A. McClelland theory

B. Expectancy theory

C. Goal setting theory

D. **Equity theory**

60. Goal setting theory was proposed by _____

A. **Edwin Locke**

B. Stacy Adams

C. Victor Vroom

D. B F skinner

61. In McClelland theory _____ is the drive to excel , to achieve in relation to set of standard, to strive to succeed.

A. nPow

B. **nAch**

C. nAff

D. nCom

62._____need includes drive to become what one is capable of becoming , includes growth , achieving our potential and self-fulfilment

A. Self esteem

B. security

C. self transcendence

D. **Self actualisation**

63. _____ is defined as the process that account for an individual's intensity, direction and persistence of effort toward attaining a goal

A. **Motivation**

B. Attitudes

C. Job satisfaction

D. Leadership

64. Under _____ managers believe that employees inherently dislike work & must therefore be directed or even coerced into performing it

A. Theory Y

B. **Theory X**

C. Theory Z

D. Theory XY

Unit 4: leadership

1 .According to _____ theory, followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviours.

a) transformational leadership

b) transactional leadership

c) level 5 leadership

d) charismatic leadership

2. Which is considered the most critical component of charismatic leadership?

a) the leader's experience

b) the follower's readiness

c) a vision

d) the environment

3. A _____ leader has five leadership qualities - individual capability, team skills, managerial competence, the ability to stimulate others to high performance, and a blend of personal humility and professional will.

a) transactional

b) transformational

c) level-5

d) charismatic

4.The Ohio State studies, Fiedler's model, and path-goal theory describe _____ leadership.

a) transactional

b) transformational

c) level 5

d) charismatic

5.A_____ leader transcends his own interests for the good of the company.

a) transactional

b) transformational

c) level 5

d) charismatic

6. _____ are true to themselves and to their followers, which is reflected in leaders who view themselves within their social environment and conduct their lives according to their values.

a) Charismatic leaders

b) Transactional leaders

c) Authentic leaders

d) Transformational leaders

7._____ is the positive expectation that another will not, through words, actions, or decisions, act opportunistically.

a) Trust

b) Risk

c) Familiarity

d) Assertiveness

8. _____ refers to an individual's reliability, predictability, and good judgment in handling situations.

a) Openness

b) Loyalty

c) Consistency

d) Integrity

9. In _____ trust, one violation or inconsistency can destroy the relationship.

a) Identification-based

b) Deterrence-based

c) Knowledge-based

d) Personally-based

10._____ trust allows one party to act as an agent for the other and substitute for that person in interpersonal transactions.

a) Deterrence-based

b) Knowledge-based

c) Personally-based

d) Identification-based

11. A _____ is a senior employee who sponsors and supports a less-experienced employee.

a) troubleshooter

b) coach

c) liaison

d) mentor

12. The most effective mentoring relationships _____.

a) are with the immediate supervisor

b) are with a peer

c) are with a manager outside the direct reporting relationship

d) none of the above

13. Proponents of _____ propose that there are a set of processes through which individuals control their own behaviour.

a) mentoring

b) online leadership

c) self-leadership

d) attribution

14. According to the _____ theory of leadership, leaders are praised when the company does well and criticized when things go poorly regardless of the external circumstances.

a) attribution

b) mentor

c) situational

d) external

15. Leadership_____ make it impossible for leader behaviour to make any difference in follower outcomes.

a) attributions

b) monitors

c) neutralizers

d) substitutes

16. _____ is a way of communicating to shape meaning.
   a) Management

   b) Vision

   c) Mentoring

   d) Framing

17. Charismatic leaders are likely to be _____.
   a) extraverted and achievement-oriented

   b) introverted and achievement-oriented

   c) introverted and narcissistic

   d) extraverted and humble

18. A _____ is a long-term goal or strategy based on the attainment of values.
   a) expectation

   b) self-sacrifice

   c) vision

   d) trust

19. A _____ is a formal articulation of an organization's vision or mission.
   a) ethical guideline

   b) mission

   c) vision statement

   d) mentor

20. Charisma appears to be most successful when _____.

   a) the follower's task has an ideological component or when the environment involves a high degree of stress and uncertainty

   b) followers are experienced in their jobs and the leader is new

   c) decision-making is highly routine and the environment is relatively stable

   d) the follower's task has an ideological component or when the environment is relatively stable

21. Which is considered a result of ego-driven charisma?

   a) leaders who allow their self-interest and personal goals to override the organization

   b) leaders that encourage criticism

   c) high productivity and profits

   d) a climate of high ethical standards

22. _____ leaders demonstrate individual capability, team skills, managerial competence, the ability to stimulate others to high performance, and a blend of personal humility and professional will.

   a) Transformational

   b) Level-5

   c) Transactional

   d) Charismatic

23. _____ motivate their followers in the direction of established goals by clarifying role and task requirements.

a) Transformational leaders

b) Charismatic leaders

c) Dominant leaders

d) Transactional leaders

24._____ leadership is built on top of transactional leadership.

a) Transformational

b) Ethical

c) Charismatic

d) Level 5

25._____ is leadership that conveys values that are other-centred by leaders who model ethical conduct.

a) Transactional leadership

b) Integrated leadership

c) Transformational leadership

d) Socialized charismatic leadership

26._____ is the positive expectation that another will not, through words, actions, or decisions, act opportunistically.

a) Integrity

b) Honesty

c) Trust

d) None of the above

27. The term _____ in the definition of trust refers to the inherent risk and

vulnerability in any trusting relationship.

    a) positive expectation

    b) actions

    c) loyalty

    d) opportunistically

28. Which is the most important dimension to assess trustworthiness?

    a) Consistency

    b) Integrity

    c) Loyalty

    d) Competence

29. _____ encompasses an individual's technical and interpersonal knowledge and skills.

    a) Consistency

    b) Integrity

    c) Loyalty

    d) Competence

30. _____ is the willingness to protect and save face for another person.

    a) Consistency

    b) Integrity

    c) Loyalty

    d) Competence

31. _____ trust is the most legalistic in that one violation or inconsistency can

destroy the relationship.

a) **Deterrence-based**

b) Knowledge-based

c) Personally-based

d) Identification-based

32._____ trust develops over time, largely as a function of experience that builds confidence of trustworthiness and predictability.

a) Deterrence-based

b) **Knowledge-based**

c) Personally-based

d) Identification-based

33.A few mistrusting people can poison an entire organization. Which of the following principle of trust is most closely related to this phenomenon?

a) Mistrusting groups self-destruct.

b) Trust can be regained.

c) Mistrust generally reduces productivity.

d) **Mistrust drives out trust.**

34. When group members mistrust each other, they repel and separate. Which of the following principle of trust best explains this behaviour?

a) **Mistrusting groups self-destruct.**

b) Trust increases cohesion.

c) Mistrust generally reduces productivity.

d) Growth often masks mistrust.

35. Acting as a _____, managers help to develop the skills of a protégé, provide support and help bolster self-confidence, and actively intervene on the behalf of the protégé.

    a) mentor

    b) troubleshooter

    c) liaison

    d) coach

36. Mentors support protégés in _____ functions, which include providing challenging assignments that will aid the protégé in increasing his or her human capital and assisting the protégé by providing exposure to influential individuals within the organization.

    a) psychosocial

    b) coach

    c) colleague

    d) career

37. Effective leaders, or _____, help their followers to lead themselves.

    a) mentors

    b) superleaders

    c) protégés

    d) advocates

38. While there is some research that suggests that women make better leaders, only _____ of Fortune 500 CEO's are women.

    a) 18 percent

    b) 9 percent

    c) 5 percent

    d) 2 percent

39. According to the _____ theory of leadership, people characterize leaders as having traits such as intelligence, an outgoing personality, strong verbal skills, aggressiveness, understanding, and industriousness.

    a) attribution

    b) mentor

    c) situational

    d) external

40. Which of the following best illustrates the attribution theory of leadership?

    a) Leaders serve as important conduit for information from the top levels of the organization.

    b) Leaders are viewed as successful by their subordinates in spite of their success or failure.

    c) Leaders are seen as figureheads that have limited impact on organizational outcomes.

    d) Leaders are praised when the company does well and criticized when things go poorly regardless of the external circumstances.

41. _____ make it impossible for leadership behaviour to make any difference in follower outcomes.

    a) Neutralizers

    b) Training programs

    c) Substitutes

    d) Mentors

42. _____ make a leader's influence impossible and unnecessary.

    a) Neutralizers

    b) Training programs

    c) Substitutes

    d) Mentors

43. Given the importance of social skills to managerial effectiveness, job applicants with high _____ should have an advantage, especially in situations requiring transformational leadership.

   a) educational credentials

   b) emotional intelligence

   c) cognitive ability

   d) cultural sensitivity

44.The _____ research program gathered data on approximately 18,000 middle managers in 825 organizations across 62 countries.

   a) UNESCO

   b) Keppler

   c) GLOBE

   d) Hofstede

45._____leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirements

   A. charismatic

   B. transformational

   C. **transactional**

   D. Mentoring

46. _____ is a characteristic of charismatic leaders

   A. Idealised influence

   B. Vision and articulation

   C. **Intellectual stimulation**

   D. Management by exception

47. _____theories propose that specific behaviours differentiate leaders from non leaders

A. Trait

B. Contingency

C. **Behavioural**

D. Situational leadership

48._____was the behavioural dimension of leadership identified by the Michigan state studies

A. Initiating structure

B. **Production oriented**

C. Consideration

D. Concern for people

49. Fiedler described a leader who is primarily interested in productivity as _____

A. Employee oriented

B. Task oriented

C. People oriented

D. Product oriented

50. _____ leaders refers to followers attribute heroic and extraordinary leadership abilities when they observe certain behaviours

A. **charismatic**

B. transformational

C. transactional

D. Mentoring

51.. _____is a characteristic of transformational leaders

A. **Idealised influence**

B. Vision and articulation

C. Intellectual stimulation

D. Management by exception

52. _____ are better predictor of the emergence of leaders

A. Behaviours

B. **Traits**

C. Education

D. Followers

53. Fiedler's contingency theory does not include _____dimension

A. Leaders position power

B. **Followers feelings**

C. leader follower relationship

D. degree of task structure

54. _____was the behavioural dimension of leadership identified by the Ohio state studies

A. Initiating structure

B. Production oriented

C. **Consideration**

D. Concern for people

55. _____leaders inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers

A. charismatic

B. **transformational**

C. transactional

D. Mentoring

56._____is a characteristic of transactional leaders

A. **Management by exception**

B. Intellectual stimulation

C. Idealised influence

D. Unconventional behaviour

57. _____ was the behavioural dimension of leadership concerned with task accomplishment initiated by Michigan state studies

A. Initiating structure

B. Consideration

C. Employee oriented

D. Production oriented

58. Relationship oriented leaders perform better in _____situations

   A. **Moderately favourable**

   B. Slightly favourable

   C. Extremely favourable

   D. Extremely unfavourably

59._____has been found to be the most important trait of effective leaders

   A. Neuroticism

   B. Agreeableness

   C. Openness to experience

   D. **Extraversion**

60. _____reward is characteristic of transactional leaders

   A. Initiating structure

   B. **contingent reward**

   C. Consideration

   D. Intellectual stimulation

*