This test looks at individual behavior within an organizational setting. It examines the relationship of an individual’s personality, perceptions, motivation with the tasks assigned; groups interacted with, management and the dynamics of the organization. Topics include: historical roots of organizational behavior; individual differences; motivation and reinforcement; work stress; job design; group dynamics; leadership, power and politics; careers; performance appraisal; structure and design; technology; culture; communication; organizational change and development. (3 s.h.) MAN-311-TE or PSY-361-TE

This is a two-hour examination in which you must answer 100 multiple-choice questions (worth 1 point each). A passing score is 60 out of 100 points.

Here are the topics covered and their approximate importance on the test:

I. INTRODUCTION (10%)
   A. What is organizational behavior?
   B. Historical roots of organizational behavior

II. INDIVIDUAL BEHAVIORAL DIFFERENCES (30%)
   A. Individual behavior differences
   B. Motivation and reinforcement
   C. Workplace stress

III. ORGANIZATION CHARACTERISTICS (15%)
   A. Work design
   B. Organization structure

IV. BEHAVIOR WITHIN ORGANIZATIONS (30%)
   A. Group and team behavior
   B. Conflict and negotiation
   C. Leadership: fundamentals and changing concepts
   D. Power and politics

V. ORGANIZATION PROCESSES (15%)
   A. Decision-making
   B. Communications
   C. Organization change and learning

Textbooks to help you prepare:


SAMPLE QUESTIONS

1. Concerning organizational cultures,
   a. a strong culture is a more productive environment
   b. a weak culture is a more productive environment
   c. the specific culture that contributes to positive effectiveness is well known
   d. the stronger the culture, the more influential it is on employee behavior

2. Shared organizational values are
   a. unconscious, affective desires or wants that guide society's behavior
   b. influenced by international values
   c. different for the various components of a diverse work force
   d. a myth

3. Which of the following best explains why an employee behaves as s/he does?
   a. The environment is the most important consideration in understanding individual employee behavior.
   b. Both the environment and individual differences are important considerations in understanding individual employee behavior.
   c. Neither the environment nor individual differences are important considerations in understanding individual employee behavior.
   d. Employee personality and attitudes are primarily dictated by the environment.

4. Motivation is important to managers because
   a. it is a significant contributor to high performance
   b. it does not explain the differences in intensity of behavior
   c. it explains the differences in attitude and personality
   d. not all employees know how to use it effectively

5. Considering extrinsic rewards,
   a. money modifies behavior irrespective of the perceptions and preferences of the person being rewarded
   b. recognition is a powerful motivating reward for everyone
   c. upper management compensation is a strong incentive for lower-level employees to work harder
   d. benefits are usually based on longevity, not performance

6. In order from lowest to highest, what are Maslow's five classes of needs?
   a. Social—esteem—physiological—safety—self-actualization
   b. Physiological—safety—social—self-actualization—esteem
   c. Physiological—safety—social—esteem—self-actualization
   d. Self-actualization—esteem—safety—social—physiological

7. A lack of clarity concerning what will happen is referred to as
   a. temporal
   b. predisposition
   c. uncertainty
   d. negation
8. Employees with relatively weak higher-order needs are _______ concerned with variety and autonomy.
   a. less
   b. more
   c. very
   d. extremely

9. Which of the following is a strategy of job design that increases job depth by meeting employees’ needs for psychological growth?
   a. Job rotation
   b. Job enrichment
   c. Job enlargement
   d. Job enrichment and job enlargement

10. What is the key word in understanding organization structure?
    a. Control
    b. Change
    c. Process
    d. Delegation

11. Organization structures
    a. affect group behavior more than individual behavior
    b. change rapidly to meet environmental and market changes
    c. contribute positively to organizational performance
    d. can be defined simply as activities that occur regularly

12. Groups created by managerial decision in order to accomplish stated goals of the organization are called
    a. formal groups
    b. informal groups
    c. task groups
    d. interest groups

13. Continued membership in a group will usually require
    a. supporting the group leader
    b. conforming to group norms
    c. encouraging cohesiveness in the group
    d. developing a status system

14. Which of the following is true of managers in relationship to conflict?
    a. Managers generally encourage low levels of conflict because it improves performance, up to a certain point.
    b. Managers generally ignore conflict.
    c. Managers attempt to eliminate conflict because the organization rewards them for keeping conflict out of their area of responsibility.
    d. Managers show no consistent attitude toward conflict.
15. It appears that
   a. successful leaders tend to be more intelligent than followers
   b. there is no link between intelligence of the leader and success
   c. intelligence is the most important "ability" trait in leaders
   d. persons with creativity make the best leaders

16. Concerning leadership concepts,
   a. leader roles are unnecessary in organizations like Gore-Tex, where a self-leadership approach is used
   b. it is likely that a particular set of leader characteristics and behaviors do suit specific situations and groups
   c. it is likely that the need for leaders will decline in the 21st century due to more decentralized structures
   d. the military model of leadership will become more popular in the 21st century

17. The definition of communication implies that
   a. communication is mostly verbal
   b. communication is mostly written
   c. most communication is in a vertical direction
   d. understanding must occur to have communication

18. The LEAST-used communication channel in an organization is usually
   a. upward
   b. downward
   c. diagonal
   d. horizontal

19. Specific procedures developed for repetitive and routine problems are
   a. autocratic decisions
   b. programmed decisions
   c. easy decisions
   d. non-programmed decisions

20. An important potential environmental source of change is
   a. a new competitive product
   b. dissatisfied employee attitudes
   c. employee grievances
   d. a wildcat strike

ANSWERS TO SAMPLE QUESTIONS

1. d 2. c 3. b 4. a 5. d 6. c 7. c 8. a 9. b 10. a