Chapter-1

Organizational Behavior

Self Assessment Questions

1. Which of the following are terminal values?
   a. Accuracy and creativity
   b. Excellence and innovation
   c. Profitability and hard work
   d. Quality and capability

2. In which of the five stages of group development suggested by Tuckman and Jensen do groups build success in a cohesive and co-operative manner?
   a. Forming
   b. Storming
   c. Norming
   d. Performing

3. Which of the following are formal groups in organisations?
   a. Command and task groups
   b. Interest and task groups
   c. Command and interest groups
   d. Power and interest groups

4. Herzberg’s hygiene factors lead to which of the following?
   a. Motivation
   b. Frustration
   c. Lack of dissatisfaction
   d. Satisfaction

5. Which of the following is an instrumental value?
   a. Excellence
   b. Innovation
   c. Friendliness
   d. Profitability

6. 'People dislike work and seek to avoid it at all costs' applies to which organisational behaviour theory?
a. Theory Y  
b. Theory X  
c. Management by objectives  
d. Hawthorne effect  
e. All organisational behaviour theories about the individual in the workplace

7. Which of the following is not one of Drucker's seven tasks for managers?  
a. Manage by objectives  
b. Take strategic decisions  
c. Take operational decisions  
d. Build integrated teams

8. Whose approach to management is known as 'scientific management'?  
a. Taylor  
b. Mayo  
c. Drucker  
d. McGregor

9. The Hawthorne studies demonstrated that there was no link between management, social groupings and employee behaviour in organisations.  
a. True  
b. False

10. Theory X assumes that people regard work as normal and are committed to objectives and their achievement.  
a. True  
b. False

11. Herzberg proved that job satisfaction and job dissatisfaction are not exact opposites.  
a. True  
b. False

12. An understanding of whether behaviour is caused internally or externally is dependent on distinctiveness, consensus and consistency.  
a. True  
b. False
13. Charismatic leaders are perceived as initiators and managers of change rather than custodians of the status quo.

   a. True
   b. False

14. Cohesive groups with a strong culture and values are likely to be resistant to change.

   a. True
   b. False

15. The four management functions include all of the following EXCEPT _____.

   a. controlling
   b. planning
   c. staffing
   d. organizing

16. _____ studies behavior as it relates to concerns such as absenteeism, turnover, productivity, and performance.

   a. Psychology
   b. Kinetics
   c. Organizational behavior
   d. Ergonomics

17. According to the text, the best approach for obtaining knowledge about human behavior is_____.

   a. using common sense
   b. an observational approach
   c. a theoretical approach
   d. a systematic approach

18. What behavioral science discipline has made the MOST significant contributions to understanding individual behavior?

   a. Sociology
   b. Social psychology
   c. Psychology
   d. Anthropology

19. _____ has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries.
a. Anthropology  
b. Psychology  
c. Social psychology  
d. Political science  

20. _____ means that organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.  
   
a. Globalization  
b. Workforce diversity  
c. Affirmative action  
d. Organizational culture  

Answers of Self Assessment Questions  

1. (b)  
2. (d)  
3. (a)  
4. (c)  
5. (c)  
6. (b)  
7. (c)  
8. (a)  
9. (b)  
10. (b)  
11. (a)  
12. (a)  
13. (a)  
14. (a)  
15. (c)  
16. (c)  
17. (d)  
18. (c)  
19. (a)  
20. (b)

Chapter-2  

Approaches to Organizational Behavior  

Self Assessment Questions  

1. The approach to organisations, structure and management which emphasises the formal structure, hierarchy of management, the technical requirements and the assumption of rational behaviour is:  
   
a. the systems approach.  
b. the classical approach.  
c. the human relations approach.  
d. the contingency theory.
2. Scientific management focuses on a __________ approach to motivation.
   a. human  
   b. rational-economic  
   c. social-economic  
   d. none of the above

3. Taylor’s thoughts were based on studies at ________________
   a. The American Steel Arsenal.  
   b. The Bethlehem Steel Corporation.  
   c. The Arsenal.  
   d. The Watertown Steel Corporation.

4. Taylor put forward the idea of ________________
   a. purposeful foremanship.  
   b. functional foremanship.  
   c. motivational foremanship.  
   d. social foremanship.

5. Max Weber, a German sociologist, showed particular concern for:
   a. bureaucratic structures.  
   b. social structures.  
   c. personalised structures.  
   d. flexible structures.

6. Bureaucracy comes about through:
   a. increasing size and complexity.  
   b. increasing size and informality.  
   c. decreasing size and complexity.  
   d. none of the above.

7. The idea of socio-technical systems arose from the:
   a. Hawthorne Experiments.  
   b. The Bethlehem Steel Corporation.  
   c. The Longwall Coal-mining Study.  
   d. The American Watertown Arsenal.

8. Social Action theory represents a contribution from ____________ to the study of
organisations.

a. sociologists
b. physiotherapists
c. anthropologists
d. psychologists

9. The Pluralistic Approach views the organisation in terms of:

a. having a single source of loyalty.
b. one common vision for everyone.
c. a competing set of sub-groups.
d. none of the above.

10. A number of approaches may be used to bring about effective change within an organisation, often called intervention strategies, these include:

a. survey research and feedback.
b. sensitivity training and team building.
c. grid training.
d. all of the above.

11. According to Deal and Kennedy, in a dynamic organisation characterised by fun and action, where employees take few risks and games, meetings, promotions and conventions are encouraged to help maintain motivation, the type of culture can be described as:

a. tough-guy, macho culture.
b. work-hard/play-hard culture.
c. bet-your-company culture.
d. process culture.

12. Organisational climate is based on the ____________ of members.

a. commitment
b. perceptions
c. loyalty
d. none of the above

13. ____________ can be viewed in terms of mental attitudes which people have towards their tasks and responsibilities.

a. Teamwork
b. Morale
c. Compliance
d. Cohesion

14. Conflict can be seen as behaviour intended to ________ the achievement of some other person's goals.
   
   a. obstruct  
   b. enhance  
   c. promote  
   d. control

15. Which style of managerial behaviour and leadership is most likely to assist in conflict management and may also help to create greater employee commitment?

   a. Laissez-faire.  
   b. Authoritarian.  
   c. Bureaucratic.  
   d. Participative.

16. What are the four types of organisational culture, according to Handy?

   a. Role.  
   b. Power.  
   c. Task.  
   d. Macho.

17. Which terms does Lewin use to describe the process of behaviour modification?

   a. Refreezing.  
   b. Conflict.  
   c. Unfreezing.  
   d. Storming.

18. Which one of the following is not a stakeholder in an organizational development process?

   a. Customers  
   b. Suppliers  
   c. Government agencies  
   d. None of the above

19. Which of the following methods is adopted when there is a high uncertainty in the external environment?

   a. Contingency approach  
   b. System design approach
c. Data-driven approach  
d. None of the above  

20. Which of the following is not an organizational development intervention programme?  
   a. Team-building  
   b. Survey feedback  
   c. Leadership development  
   d. All of the above  

Answers of Self Assessment Questions  
1. (b)  2.(b)  3.(b)  4.(b)  5.(a)  
6.(a)  7.(c)  8.(a)  9.(c)  10.(d)  
11(b)  12.(b)  13.(b)  14.(a)  15.(d)  
16.(a)  17.(c)  18.(d)  19.(a)  20.(d)  

Chapter-3  

Organizing  

Self Assessment Questions  

1. Structure is the pattern of relationships among positions in the organisation and among members of the organisation. Which of the following does structure make possible?  
   a. The creation of a framework of order and command.  
   b. The planning, organising, directing and controlling of the activities of the organisation.  
   c. The application of the process of management.  
   d. All of the above.  

2. Which of the following functions may be described as 'task' functions?  
   a. Quality control.  
   b. Production.  
   c. Personnel.  
   d. All of the above.
3. The span of control refers to:
   a. the number of different levels in the chain of hierarchical command.
   b. the number of subordinates reporting directly to a given manager or supervisor.
   c. the total number of managers and supervisors to whom staff report directly or indirectly.
   d. the number of subordinates reporting directly or indirectly to a given manager or supervisor.

4. Within an organisation the relationships between people in specialist or advisory positions and line managers and their subordinates, where the specialist offers a common service throughout all departments of the organisation but has no direct authority over those who make use of the service, are called:
   a. line relationships.
   b. lateral relationships.
   c. functional relationships.
   d. staff relationships.

5. Which of the following might be classified as functions of the 'staff organisation' as opposed to functions of the 'line organisation'?
   a. Public relations.
   b. Personnel.
   c. Computer support services.
   d. All of the above.

6. Which three of the following terms best describe the three levels in a hierarchical structure?
   a. Objective level.
   b. Managerial level.
   c. Missionary level.
   d. Technical level.

7. Which three of the following describe how work in organisations is most commonly divided?
   a. By major purpose or function.
   b. By minimising the span of control
   c. By using common time scales.
   d. By product or service.

8. Which four terms does Urwick use to describe the results of lack of organisational design?
   a. Cruel.
b. Illogical.
c. Wasteful.
d. Senior-management focussed.

9. Organizational structure is made up of key elements. Which of the following is not one of these elements?

a. co-ordination
b. centralization
c. decentralization
d. span of control

10. Which of the following is one of the six key elements a manager needs to consider when designing an organization’s structure?

a. virtual organization
b. work specialization
c. feminine organization
d. job design

11. One of the most popular ways to group activities is by:

a. customer.
b. geography.
c. product.
d. functions.

12. Sun Petroleum Products departmentalizes by fuels, lubricants, and waxes and chemicals. This is an example of departmentalization by:

a. customer.
b. functions.
c. process.
d. product.

13. Which type of departmentalization achieves economies of scale by placing people with common skills and orientations into common units?

a. technical
b. process
c. product
d. functional

14. When jobs are grouped together based on a particular type of customer, this is known as:
a. centralization.
b. job structuring.
c. work specialization.
d. departmentalization.

15. Which of the following trends is gaining momentum?
   a. using less departmentalization
   b. using more customer departmentalization
   c. using only one type of departmentalization
   d. process departmentalization

16. The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed:
   a. power
   b. authority
   c. power and authority structure
   d. chain of command

17. What is span of control?
   a. concentrating decision-making on one specific point in the organization
   b. empowering lower-level employees
   c. number of subordinates a manager can effectively direct
   d. centralization
   e. pushing decisions down to lower-level employees

18. Centralization refers to:
   a. team decision-making.
   b. the geographic dispersion of an organization.
   c. the decision-making process.
   d. the degree to which decision-making is concentrated at a single point in the organization.

19. Technology is a major determinant of organizational structure.
   a. True
   b. False
20. Institutions or forces outside the organization that potentially affect the organization’s performance are referred to as the organization’s environment.

   a. True
   b. False

Answers of Self Assessment Questions

1. (d)  2.(b)  3.(b)  4.(c)  5.(d)

   6.(b)  7.(d)  8.(d)  9.(a)  10.(b)

   11(d)  12.(d)  13.(d)  14.(d)  15.(b)

   16.(d)  17.(c)  18.(d)  19.(a)  20.(a)

Chapter-4

Planning

Self Assessment Questions

1. All of the following would be steps or concerns in the process of strategic planning EXCEPT:

   a. Checking to see if an advertising spot had been run in its allotted time slot.
   b. Defining a clear company mission.
   c. Designing a sound business portfolio.
   d. Setting supporting objectives.

2. The process of developing and maintaining a strategic fit between the organization’s goals and capabilities and its changing marketing opportunities is called:

   a. The marketing concept.
   b. Tactics.
   c. Market segmentation.
   d. Strategic planning.

3. With respect to the steps in the strategic planning model, which of the following steps follows "defining the company mission"?

   a. Examining the global strategies of the firm.
   b. Planning marketing and other functional strategies.
   c. Setting company objectives and goals.
4. Which of the following would most likely be considered to be a market-oriented mission statement?

a. Disney theme parks see themselves as "places to buy toys and meet Mickey Mouse."

b. Imperial Oil Chemical Division sees itself as a "chemical processing firm."

c. Merrill Lynch (investment broker) sees itself as "guardians of our customers financial dreams."

d. Canwood Furniture Inc, sees itself as a "manufacturer of fine furniture."

5. Which of the following companies (with the associated mission statement) BEST illustrates the idea of a market-oriented mission statement?

a. Amazon.com "sells books, videos, CDs, toys, consumer electronics, hardware, housewares, and other products."

b. Revlon indicates "we make cosmetics."

c. America Online "provides online services."

d. Wal-Mart Canada indicates "we deliver low prices, every day."

6. If an SBU were to be characterized as one that showed low-growth and had a low-share of the business and products in its industry, this SBU would be classified as a ____________ according to the BCG growth-share matrix.

a. Star.

b. Cash Cow.

c. Question Mark.

d. Dog.

7. According to information provided in New Directions 2-3, all of the following are key elements of Tim Horton's strategy EXCEPT:

a. International growth.

b. Telephone selling and home delivery.

c. More store growth.

d. New products and store concepts.

8. If Tim Horton's Coffee plans to add 200 stores this year by subdividing markets (to make getting to a Tim Horton's easier), it could be said that this coffee giant would be following which of the following growth strategies?

a. Diversification.

b. Product Development.
c. Market Penetration.
d. Market Development.

9. A company's value chain is only as strong as its:
   a. Salespeople.
   b. Product or products.
   c. Weakest link.
   d. Producer of the product.

10. At the centre of any marketing process is:
   a. The price charged for the product.
   b. Target consumers.
   c. The marketing intermediary.
   d. The product.

11. Which of the following terms would be most closely associated with the phrase “dividing a market into distinct groups with distinct needs, characteristics, or behaviour that might require separate products or marketing mixes”?
   a. Market segmentation.
   b. Product differentiation.
   c. Market targeting.
   d. Market positioning.

12. The marketing mix consists of the four Ps: product, price, place, and promotion. In the age of connectedness, these tools might be more appropriately named the four Cs: Customer solution, Customer cost, __________, and Communication.
   a. Global considerations.
   b. Customer control.
   c. Customer relationships.
   d. Convenience.

13. One of the chief goals of the implementation function in marketing management is to:
   a. Take corrective action.
   b. Carry out the plans.
   c. Develop marketing plans.
   d. Develop strategic plans.

14. The step in a formal marketing plan that includes a market description, a product review, a review of competition, and a review of distribution is the:
a. Objectives and issues.
b. Threats and opportunity analysis.
c. Marketing strategy.
d. Current marketing situation.

15. The first step in the marketing control process is best described as being one where the marketer:
   a. Takes corrective action.
   b. Evaluates performance.
   d. Sets goals.

16. The process of developing and maintaining a strategic fit between the organization's goals and capabilities and its changing marketing opportunities is called strategic planning.
   a. True
   b. False

17. A mission statement is only used to enhance the image projected in an annual report to shareholders.
   a. True
   b. False

18. If WestJet adopts a mission statement that it seeks to become the world’s largest airline, it would be following the reasoning that a mission statement should be realistic.
   a. True
   b. False

19. The collection of businesses and products that make up the company is called a stock portfolio.
   a. True
   b. False

20. Within the context of the growth-share matrix, a question mark describes a low-share business unit in a high-growth market.
   a. True
   b. False
### Answers of Self Assessment Questions

1. (a)  2. (d)  3. (c)  4. (c)  5. (d)  
6. (d)  7. (b)  8. (c)  9. (c)  10. (b)  
11. (a)  12. (d)  13. (b)  14. (d)  15. (d)  
16. (a)  17. (b)  18. (b)  19. (b)  20. (a)  

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### Chapter 5

**Controlling**

**Self Assessment Questions**

1. When sequencing jobs an approach which may be used to help in a cash constrained situation is:
   
   a. First in first out (FIFO)  
   b. Last in first out (LIFO)  
   c. Shortest operation time first (SOT)  
   d. Longest operation time first (LOT)  

2. Johnson’s Rule applies to the sequencing of n jobs through two work centres. It states that:
   
   a. The job with the smallest processing time for the first process should be done first and the job with the smallest processing time for the second process should be done last  
   b. The job with the smallest processing time for the first process should be done first and the job with the longest processing time for the second process should be done last  
   c. The job with the longest processing time for the first process should be done first and the job with the longest processing time for the second process should be done last  
   d. The job with the longest processing time for the first process should be done first and the job with the smallest processing time for the second process should be done last  

3. Which of the following is not an advantage of backward scheduling?
   
   a. Tends to focus the operation on customer due dates
b. Less exposed to risk in case of schedule change by the customer
c. Flexible – the time slack in the system allows unexpected work to be loaded
d. Lower material costs – materials are not used until they have to be, therefore delaying added value until the last minute

4. Which of the following operations would normally be considered the most difficult to control?

a. Production of electricity
b. Car Manufacturer
c. Fast food outlet
d. Care provision for old people

5. Which of the following operations is more likely to be a pull rather than push operation?

a. A brewery
b. A company that builds computers to order
c. A food manufacturer
d. A farmer

6. In order to cope with changes in demand, organisations often use some of the following techniques as a buffer around a stable core of capacity:

a. Decision trees / forward loading / inventory
b. Inventory / short term capacity adjustments / Taguchi techniques
c. Short term capacity adjustments / decision trees / forward loading
d. Inventory / forward loading / short term capacity adjustments

7. Which of these statements does not apply to independent demand (for a product)?

a. is not dependent on the demand for other related products and services
b. Is dependent on the demand for other related products and services
c. Is often predicted on the basis of past demand
d. Can apply equally to services
e. Must be forecast

8. Scheduling the operation:

a. Determines the priority of tasks to be performed
b. Assumes that capacity must be infinite
c. Decides on the start and finish times for each task
d. Determines the volume that an operations system can cope with
e. Sequences work through a series of operations

9. The maximum output of an operations system in a given period is called the:
a. Production forecast  
   b. Break-even point  
   c. Master production schedule  
   d. Designed capacity  

10. Loading the operation:  
   a. Determines the order in which work is to be processed  
   b. Decides on the start and finish times for each task  
   c. Determines the volume that an operations system can cope with  
   d. Determines the priority of tasks to be performed  
   e. Assumes that capacity must be infinite  

11. When considering control tasks, loading is associated with work volume, sequencing is associated with work priorities, and scheduling is associated with:  
   a. Work start and finish times  
   b. Work done relative to customer order delivery dates  
   c. The work rate from an operation or process  
   d. The order in which work is processed  
   e. Work order scheduled receipts  

12. Sequencing the operation:  
   a. Determines the volume that an operations system can cope with  
   b. Decides on the start and finish times for each task  
   c. Determines the priority of tasks to be performed  
   d. Determines the order in which work is to be processed  

13. Which of the following is not a function of budgeting?  
   a. Decision making  
   b. Motivating  
   c. Planning  
   d. Controlling  

14. The term "budgetary period" relates to:  
   a. The period for which the budget is prepared  
   b. The period in which the budget is finalised  

c. The subdivisions of the main budget
d. A specific year for which the budget has been prepared

15. A budget is "accepted" by a manager when they:

a. Relate it to their own personal objectives
b. Agree to it verbally
c. Are consulted by top management
d. Receive the budget in writing

16. What functional role do management accountants play in the budgeting process?

a. They set targets for other managers
b. They audit the financial statements
c. They decide what bonuses should be paid to the staff
d. They facilitate and co-ordinate the budgeting process

17. A fixed budget is:

a. A budget that itemises the fixed costs of a department
b. A budget that is set for a specified level of activity
c. A budget that never changes
d. A budget that ignores inflation

18. A flexible budget is:

a. A budget that is adjusted to reflect different costs at different activity levels
b. A budget that comprises variable costs only
c. A budget that will be changed at the end of the month in order to reflect the actual costs of a department
d. A budget that is constantly being changed

19. A company has sales in units of 2,600. There are 1,400 units of opening stock while the closing stock is planned to be 1,800 units. What production is needed to satisfy sales?

a. 2,600 units
b. 3,000 units
c. 2,200 units
d. 2,437 units

20. Which of the following will NOT appear in a cash budget?

a. Depreciation of machinery
b. Machinery bought on hire purchase
c. Sales revenue
d. Wages

Answers of Self Assessment Questions

1. (c) 2.(a) 3.(c) 4.(d) 5.(b) 6.(d) 7.(b) 8.(c) 9.(d) 10.(c) 11(a) 12.(d) 13.(a) 14.(a) 15.(a) 16.(d) 17.(b) 18.(a) 19.(b) 20.(a)

Chapter-6

Self Assessment Questions

1. Which of the following will influence an individual's perceptions?
   a. Individual needs.
   b. Previous experiences.
   c. Sensory limitations.
   d. All of these.

2. Which two of the following are terms used by Cook to describe the two kinds of information used in an social encounter?
   a. Static information
   b. Dynamic information.
   c. Primary information.
   d. Both (a)&(b)

3. Which three of the following does Kelley suggest are the basic criteria that we use when making attributions?
   a. Distinctiveness.
   b. Consistency.
   c. Consensus.
   d. All of these

4. What best describes the Adult ego state?
a. It refers to feelings about right and wrong and how to care for other people.
b. It may be associated with having fun, playing, impulsiveness, rebelliousness, spontaneous behaviour and emotional responses.
c. In this state we may be objective, rational, reasonable, seeking information and receiving facts.
d. None of these

5. Which of the following are employees with an internal locus of control orientation more likely to display than employees with an external control orientation?

a. An increased probability of gaining managerial positions.
b. Greater satisfaction with participatory management.
c. Greater satisfaction with their jobs.
d. All of these.

6. Which factors are used to interpret a person’s task performance?

a. Stable factors.
b. Unstable factors.
c. External attributions.
d. Internal attributions.
e. All of these.

7. When perception patterns occur repeatedly, there is a tendency to form a/an .......... about something or someone.

a. bias
b. preconceived notion
c. attitude
d. stereotypical view

8. Which of the following are terminal values?

a. Accuracy and creativity
b. Excellence and innovation
c. Profitability and hard work
d. Quality and capability

9. Which of the five stages of group development suggested by Tuckman and Jensen do groups build success in a cohesive and co-operative manner?

a. Forming
b. Storming
c. Norming  
d. Performing

10. Which of the following is an instrumental value?
   a. Excellence  
b. Innovation  
c. Friendliness  
d. Profitability

11. Which of the following is not one of the ways in which attitudes are acquired?
   a. semantic association  
b. instrumental conditioning  
c. observational learning  
d. classical conditioning

12. Research indicates that it appears that some attitudes involving "gut-level" preferences are more .......... than attitudes involving more cognitive aspects.
   a. heritable  
b. salient  
c. genetic  
d. dominant

13. Which of the following is NOT one of the components that make up the strength of an attitude?
   a. knowledge  
b. accessibility  
c. intensity  
d. salience

14. Which of the following is NOT true of values?
   a. Everybody has them.  
b. They have little or no impact on behaviour.  
c. They always have a behavioural impact.  
d. None of these.

15. The centrality of an attitude reflects:
   a. a person's degree of negative or positive feelings about an object.  
b. the extent to which an attitude is related to a person's other attitudes.  
c. the extent to which an attitude is part of a person's concept of self.
16. The ego-defensive function of an attitude:
   a. helps a person adjust to his/her world.
   b. helps an person defend his/her self-image.
   c. allows satisfaction to be derived from expressing central values.
   d. helps a person mentally structure and organise his/her world, to make it more predictable.

17. Cognitive dissonance occurs when:
   a. the attitude to an object and the behaviour towards it are consistent.
   b. the attitude to an object and the behaviour towards it are inconsistent.
   c. when a person has no attitude towards an object.
   d. when a person is unsure of his/her attitude to an object.

18. When using the consistency principle to bring about a degree of cognitive dissonance in order to bring about attitude change, a factor that can influence the effectiveness of the persuasive process is:
   a. the credibility of the source of the message.
   b. the nature of the message.
   c. how receptive the attitude holders are to the message.
   d. all of these

19. Which of the following is NOT true about the link between attitudes and behaviour?
   a. Attitudes do not predict behaviour as well as they predict behavioural intentions.
   b. Attitudes are infallible predictors of behaviour.
   c. Nobody knows whether there is a link between attitudes and behaviour.
   d. None of these

20. A common method of measuring attitudes is by using:
   a. in-depth interviews.
   b. observing people’s behaviour.
   c. semantic differential scales.
   d. a lie detector.

**Answers for Self Assessment Questions**

1. (d)  
2. (d)  
3. (d)  
4. (c)  
5. (d)  
6. (e)  
7. (c)
Self Assessment Questions

1. The conditions in a society that undermine the ability of traditional social institutions to govern behavior are referred to as ..............
   
   a. social inequality
   b. social differentiation
   c. social stratification
   d. social disorganization

2. The knowledge, language, values, customs, and material objects that are passed from person to person and from one generation to the next in society is called ..............
   
   a. Culture
   b. the latent function
   c. the manifest function
   d. social perspective

3. prevent you from seeing an individual as an individual rather than as a member of a group.
   
   a. Stereotypes
   b. Cultural mores
   c. Schematas
   d. Attributions

4. When you get fired from your job and you determine it is because your boss dislikes you, you are most likely exhibiting
   
   a. overattribution.
   b. fundamental attribution error.
   c. self-serving bias.
   d. self-promotion.

5. When we ignore new information and instead rely on fixed, previously determined views of events, objects, and people, we are using
a. figure and ground.
b. proximity.
c. self-justification.
d. perceptual set.

6. A perception check is
   a. a cognitive bias that makes us listen only to information we already agree with.
   b. a response that allows you to state your interpretation and ask your partner whether or not that interpretation is correct.
   c. a method teachers use to reward good listeners in the classroom.
   d. any factor that gets in the way of good listening and decreases our ability to interpret correctly.

7. Selective attention and selective exposure occur during the ................. stage of the perception process.
   a. interpretation-evaluation
   b. organization
   c. recall
   d. stimulation

8. Which approach is adopted by attribution theories?
   a. Behavioral perspective
   b. Social cognitive perspective
   c. Cognitive behavioral perspective
   d. Social constructionist perspective

9. Attribution theories posit that there is constant bidirectional interaction between which two factors?
   a. Between physiology and cognition
   b. Between groups and individuals
   c. Between construction and interpretation
   d. Between cognition and the environment

10. Attribution theory says that when we observe behaviour, we attempt to determine whether its cause is:
    a. typical or unusual
    b. internal or external
    c. individual or external
d. consistent or erratic

e. distinctive or normal

11. Stereotyping, halo effects, projection and contrast effects are all selective perception tools that we use to:

   a. communicate opinions
   b. form hypotheses
   c. speed-read others
   d. influence opinions

12. When we judge someone on the basis of our perception of the group to which he or she belongs, we are using the shortcut called:

   a. grouping.
   b. stereotyping.
   c. categorizing.
   d. contrasting

13. An individual’s personality is determined by all the following except:

   a. environment.
   b. heredity.
   c. situational factors.
   d. perceptual process.

14. In reference to personality, what is a psychological construct?

   a. A mental concept that influences behaviour via the mind-body interaction.
   b. A mental concept that leads to self-awareness via the mind-body interaction.
   c. A mental concept that remembers events via the mind-body interaction.
   d. A mental concept that suppresses behaviour via the mind-body interaction.

15. In terms of personality theories, what are development theories?

   a. Development theories are concerned with how we develop theories in psychology.
   b. Development theories are concerned with how develop implicit theories.
   c. Development theories are concerned with how personality degenerates as we age.
   d. Development theories are concerned with how personality develops as we age.

16. What assumption is the nomothetic approach based upon?

   a. The nomothetic approach is based upon the assumption that there is an infinite set of variables in existence that can be used to describe traits.
b. The nomothetic approach is based upon the assumption that there is a finite set of variables in existence that can be used to describe human personality.

17. Unobservable aspects of personality include such things as:
   a. dreams only.
   b. thoughts, memories and dreams.
   c. thoughts, memories and speech.
   d. feelings, attitudes and dreams.

18. The mean scores that particular groups of individuals achieve on specific personality tests are called:
   a. group scores.
   b. individual results.
   c. group standards.
   d. population norms.

19. The approach to understanding personality that involves detailed study of one individual is termed the:
   a. nomothetic approach.
   b. idiographic approach.
   c. normative approach.
   d. individual differences approach.

20. Which strand of personality theorising originated from studies of the mentally ill?
   a. The clinical approach.
   b. Lay models of personality.
   c. Implicit models of personality.
   d. Individual differences.

**Answers for Self Assessment Questions**

1. (b)  2. (a)  3. (a)  4. (c)  5. (d)  6. (b)  7. (d)
8. (b)  9. (d)  10. (b)  11. (c)  12. (b)  13. (d)  14. (a)
Chapter-8

Self Assessment Questions

1. Conflict can be seen as behaviour intended to .......... the achievement of some other person's goals.
   a. enhance
   b. promote
   c. obstruct
   d. control

2. Which style of managerial behaviour and leadership is most likely to assist in conflict management and may also help to create greater employee commitment?
   a. Laissez-faire.
   b. Bureaucratic.
   c. Authoritarian.
   d. Participative.

3. Someone who is assertive and uncooperative is using the conflict-handling intention called:
   a. competing
   b. compromising
   c. avoiding
   d. collaborating

4. Someone whose primary conflict handling intention is assertive and cooperative would be considered to be:
   a. competing
   b. avoiding
   c. compromising
   d. collaborating

5. Someone whose primary conflict handling intention is unassertive and uncooperative would be considered to be:
6. A person who attempts to find a win-win solution would best be described by the following conflict handling intention:

   a. collaborating
   b. compromising
   c. accommodating
   d. avoiding

7. Conflict that supports the goals of an organization is called:

   a. optimal
   b. functional
   c. strategic
   d. supportive

8. One ingredient used by organizations that successfully use conflict is that they:

   a. discourage dissent
   b. reward vocal employees
   c. encourage dysfunctional conflict
   d. punish conflict avoiders

9. Emotional conflict aimed at a person rather than an issue is called …………… conflict:

   a. affective
   b. cognitive
   c. personal
   d. personality

10. Conflict that is related to differences in perspectives and judgments is called …………… conflict:

    a. emotional
    b. personal
    c. cognitive
    d. affective

11. Negotiation that seeks to divide up a fixed amount of resources; a win-lose situation is called ………… bargaining:
a. integrative  
b. collective  
c. win-lose  
d. distributive

12. Destructive consequences of conflict upon a group or organization’s performance include all of the following except:
   a. breakdown in communication.  
   b. threatened group survival.  
   c. infighting between group members.  
   d. achievement of organizational goals.

13. Conflict exists only if:
   a. there is disagreement with established company policy.  
   b. group members are homogeneous  
   c. it is perceived by the parties involved.  
   d. group members are diverse.

14. Which of the following is not an example of how stimulating conflict can provide benefits for the organization?
   a. Conflict facilitates group cohesiveness.  
   b. Conflict improves group and organizational effectiveness.  
   c. Moderate levels of conflict will prevent an organization from stagnating.  
   d. Conflict brings about a much higher level of tension that might be constructive.

15. Conflict is functional if it:
   a. is satisfying to group members.  
   b. supports managerial objectives.  
   c. results in absenteeism and turnover.  
   d. improves group performance.

16. The conflict-handling intention that combines assertiveness and cooperation is:
   a. collaborating.  
   b. accommodating.  
   c. compromising.  
   d. competing.

17. The conflict-handling intention that represents the midrange on both assertiveness and cooperativeness is:
a. avoiding.
b. accommodating.
c. competing.
d. compromising.

18. According to the conflict process, cooperativeness is the degree to which:
   a. the organization satisfies its own goals.
   b. both parties work toward a common goal.
   c. there is an absence of conflict.
   d. one party attempts to satisfy the other party’s concerns.

19. A method that requires the conflicting parties to confront the basic causes of their conflict in search of a win-win solution is called:
   a. competing.
   b. collaborating.
   c. accommodating.
   d. compromising.

20. What is conflict management?
   a. achieving desired conflict level
   b. avoiding conflict
   c. eliminating all conflict
   d. dysfunctional conflict

Answers for Self Assessment Questions
1. (c)    2.(d)    3.(a)    4.(d)    5.(d)    6. (a)    7.(b)
8. (d)    9.(a)    10.(c)    11.(d)    12.(d)    13.(c)    14.(d)
15. (d)    16.(a)    17.(d)    18.(d)    19.(b)    20. (a)

Chapter-9

Self Assessment Questions
1. The main contribution of psychology to Organisational Behaviour is the study of:
a. Personality, attitudes, perceptions and motives  
b. Social structures and relationships  
c. Social beliefs, customs and values  
d. Philosophy and ethics of human activity  

2. The psychological contract is:  
   a. The match between individual and organisational expectations  
   b. The changing relationship between staff and manager  
   c. The basis for performance management  
   d. A set of moral and ethical codes for employee behaviour  

3. What is the premise relating to organisational behaviour put forward by Wood as part of the Financial Times Mastering Management series?  
   a. There is a need for a cross cultural approach to the study of organisational behaviour.  
   b. Organisational behaviour can be regarded as the key to the whole area of management.  
   c. There is a dramatic change taking place in the philosophy underlying organisational behaviour.  
   d. None of these  

4. What is the name of the process by which we acquire a sense of identity and become members of society?  
   a. rationalization  
   b. colonization  
   c. McDonaldization  
   d. socialization  

5. In contemporary societies, social institutions are:  
   a. highly specialized, interrelated sets of social practices  
   b. disorganized social relations in a postmodern world  
   c. virtual communities in cyberspace  
   d. no longer relevant to sociology  

6. Which of the following is not recognised as a level of society?  
   a. the household  
   b. the office  
   c. the global village
d. the nation state

7. When sociologists study the structure of layers in society and people's movement between them, they call this:
   a. social stratification
   b. social control
   c. social conflict
   d. social solidarity

8. Social norms are:
   a. creative activities such as gardening, cookery and craftwork
   b. the symbolic representation of social groups in the mass media
   c. religious beliefs about how the world ought to be
   d. rules and expectations about interaction that regulate social life

9. In idealized views of science, the experimental method is said to involve:
   a. testing out new research methods to see which one works best
   b. isolating and measuring the effect of one variable upon another
   c. using personal beliefs and values to decide what to study
   d. interpreting data subjectively, drawing on theoretical paradigms

10. Society cannot be studied in the same way as the natural world because:
    a. human behaviour is meaningful, and varies between individuals and cultures
    b. it is difficult for sociologists to gain access to a research laboratory
    c. sociologists are not rational or critical enough in their approach
    d. we cannot collect empirical data about social life

11. Sociology differs from common sense in that:
    a. it focuses on the researchers' own experiences
    b. it makes little distinction between the way the world is and the way it ought to be
    c. its knowledge is accumulated from many different research contexts
    d. it is subjective and biased

12. Sociology can be considered a social science because:
    a. its theories are logical, explicit and supported by empirical evidence
    b. sociologists collect data in a relatively objective and systematic way
c. ideas and research findings are scrutinized by other sociologists
d. all of these

13. Sociology:

   a. has been used to study social interaction for over 500 years.
   b. is the scientific study of social interaction and organization.
   c. has little bearing on public policy.
   d. is most useful when applied to abstract - as opposed to practical - matters.

14. Who coined the term "sociology" and is generally considered to be the "founder" of sociology?

   a. Karl Marx
   b. Auguste Comte
   c. Max Weber
   d. Emile Durkheim

15. The application of evolutionary notions and the concept of the "survival of the fittest" to society is called:

   a. class conflict.
   b. dialectical materialism.
   c. social dynamics.
   d. social Darwinism.

16. Those aspects of social life that have to do with order, stability, and social organization that allow societies and groups to hold together and endure are called:

   a. social statics.
   b. social dynamics.
   c. social absolutes.
   d. constructed reality.

17. Who wrote the first book on the methodology of social research, How to Observe Manners and Morals?

   a. Herbert Spencer
   b. Emily Post
   c. Harriet Martineau
   d. Emile Durkheim

18. Humanistic psychologists believe that people are born ................., whereas social learning theorists believe that people are born.
a. good, selfish
b. selfish, good
c. neutral, good
d. good, neutral

19. Which of the following is a problem with the use of interviews as a method of personality assessment?

a. They are subjective.
b. They are artificial situations.
c. They may bring out atypical behavior.
d. all of these

20. Contemporary sociology includes:

a. evolutionary relativism.
b. liberal feminism and explicit examination of women's social roles and experiences.
c. postmodernism, feminism, and critical theory.
d. a combination of biological theory, conflict theory, and evolutionary theory.

Answers for Self Assessment Questions

1. (a)  2.(a)  3.(b)  4.(d)  5.(a)  6. (b)  7.(a)
8. (b)  9.(b)  10.(a)  11.(c)  12.(d)  13.(b)  14.(b)
15. (d)  16.(a)  17.(c)  18.(d)  19.(d)  20. (c)

Chapter-10

Self Assessment Questions

1. A series of expectations between an individual and the organisation which are not defined formally, but which will influence the motivation to work is:

   a. the physiological contract.
b. the psychological contract.
c. the sociological contract.
d. the social contract.
2. Which of the following is a positive reaction to the blockage of a desired goal?

   a. Regression.
   b. Fixation.
   c. Withdrawal.
   d. Restructuring.

3. Maslow and Herzberg are two examples of ............... theories of motivation.

   a. content
   b. equity
   c. expectancy
   d. process

4. Maslow suggests that human needs are arranged in a series of levels, a hierarchy of importance.
Which of the following statements are relevant to Maslow’s hierarchy of needs theory?

   a. A need is not necessarily fully satisfied before a subsequent need arises.
   b. A satisfied need is no longer a motivator.
   c. The hierarchy is not necessarily in a fixed order.
   d. All of these.

5. Equity theory of motivation focuses on:

   a. the motivational force involved in a person's actions at work.
   b. people's perception of how fairly they have been treated in comparison with others.
   c. peoples expectation of the different outcomes for a given action.
   d. people's perception of how they should perform in a given situation at work.

6. Which of the following statements is true about the goal theory of motivation?

   a. People with difficult goals will perform better than people with easier goals.
   b. A person's level of commitment to a goal will not regulate the level of effort expended.
   c. Research has shown that there is little support for the goal theory and its effects on motivation with regard to the relationship between goal-setting and performance.
   d. People with easier goals will perform better than people with difficult goals.

7. Douglas McGregor’s view that suggests that employees will exercise self-direction and self-control when they are committed to the objectives of the work is called:

   a. Theory Z
   b. Theory Y
   c. Theory B
d. Theory X

8. Which step in Maslow's Hierarchy of Needs Theory deals with achieving one's potential?
   a. Safety
   b. Physiological
   c. Social
   d. Self-actualization

9. Which of the following would be classified by Herzberg as a hygiene factor?
   a. Company policy
   b. Achievement
   c. Responsibility
   d. Promotion

10. Who proposed that achievement, affiliation and power are three important needs that help explain motivation in workplace situations?
    a. Alderfer
    b. Maslow
    c. Herzberg
    d. McClelland

11. Company policy, administration, supervision, interpersonal relations, working conditions, and salary are characterized as:
    a. Growth factors
    b. Achievement factors
    c. Esteem factors
    d. Hygiene factors

12. McClelland's theory of work motivation is based on his concept of a need for achievement. He also thought that this influenced a nation's economic prosperity. What criticism could be made of this assertion?
    a. All of the below
    b. People could be trained in need for achievement
    c. It is not clear how need for achievement translated into economic success
    d. Need for achievement was often assessed through projective tests

13. Expectancy theory of motivation suggests that choice of action depends upon beliefs about capability and that the action chosen will result in reward. This is a cognitive, calculating approach of the following three factors:
a. valence, instrumentality, expectancy.
b. valence, motivation, independence.
c. instrumentality, reward, satisfaction.
d. expectancy, actualisation, reward.

14. Which of the following is unlikely to be a useful suggestion for motivating employees?
   a. Check the system for equity.
   b. Ignore individual differences.
   c. Use goals.
   d. Match people to jobs.

15. The five needs expressed in Maslow’s hierarchy are:
   a. Psychological, safety, social, esteem and self-actualisation.
   b. Physiological, safety, social, esteem and self-actualisation.
   c. Physiological, safety, responsibility, motivation and self-actualisation.
   d. Physiological, intrinsic, social, esteem and self-actualisation.

16. Content motivation theory focuses on:
   a. Equitable distribution of tasks.
   b. Achieving one’s potential and self-fulfillment.
   c. Analysing what motivates people.
   d. The level of satisfaction employees have with their job.

17. According to Herzberg’s motivation-hygiene theory, the four hygiene factors are:
   a. Working conditions, relationship with subordinates, supervision and work itself.
   b. Advancement, salary, status, company policy.
   c. Relationship with peers, status, supervision and security.
   d. Personal life, security, salary and recognition.

18. In a workforce increasingly dominated by short-term employment, which of the following is most likely to motivate this group of employees?
   a. Ensuring that the work done is inherently satisfying.
   b. Providing opportunities for training.
   c. Using devices such as ‘employee of the month’ awards.
   d. Making sure that the workers are aware of their shortcomings and encouraging them to improve their work.

19. Which of the following is a contemporary theory of motivation?
a. McGregor’s Theory X and Theory Y.
b. Maslow’s hierarchy of needs.
c. Three needs theory.
d. Herzberg’s motivation-hygiene theory.

20. In Douglas McGregor’s view, .......... managers assume that people have an inherent dislike of work, while .......... managers assume that work is as natural as play.

 a. Theory Y; Theory X
 b. Theory X; Theory Y
 c. Theory Z; Theory X
 d. Theory Y; Theory Z

Answers for Self Assessment Questions

1. (b) 2. (d) 3. (a) 4. (d) 5. (b) 6. (a) 7. (b)
8. (d) 9. (a) 10. (d) 11. (d) 12. (c) 13. (b) 14. (b)
15. (b) 16. (c) 17. (c) 18. (b) 19. (c) 20. (b)

Chapter-11

Self Assessment Questions

1. A list of corporate values posted on the wall in the reception area of an organization's headquarters offices would be classified by a culture researcher as an example of cultural:

   a. values.
   b. assumptions.
   c. artifacts.
   d. beliefs.

2. A list of corporate values presented to employees on a laminated wallet-sized card would be classified by an ethnographer as an example of cultural:

   a. assumptions.
   b. beliefs.
   c. values.
   d. artifacts.
3. Narrative approaches to organizational culture:
   a. study the stories told in organizations and how they are told.
   b. are based around the theatre metaphor.
   c. are part of the fragmentation perspective.
   d. study the stories told in organizations and how they are told, are based around the theatre metaphor and are part of the fragmentation perspective.

4. Postmodern studies of organizational culture invoke:
   a. thick description.
   b. cultural dynamics.
   c. dramaturgy.
   d. intertextuality.

5. A common perception held by the organization’s members; a system of shared meaning is referred to as:
   a. organizational culture.
   b. a ritual.
   c. a belief system.
   d. the organizational chart.

6. The key characteristic of organizational culture that addresses the degree to which management decisions take into consideration the effect of outcomes on people within the organization is termed:
   a. people orientation.
   b. outcome orientation.
   c. team orientation.
   d. risk taking.

7. The key characteristic of organizational culture that assesses the degree to which organizational activities emphasize maintaining the status quo in contrast to growth is:
   a. attention to detail.
   b. stability.
   c. team orientation.
   d. outcome orientation.

8. Minicultures within an organization, typically defined by departmental designations and geographical separation, are often called:
   a. mixed cultures.
   b. dominant cultures.
c. strong cultures.
d. subcultures.

9. A strong organizational culture increases behavioural consistency and, therefore, can act as a substitute for:
   a. followership.
   b. socialization.
   c. institutionalization.
   d. formalization.

10. The ultimate source of an organization’s culture is:
    a. its founders.
    b. the business planning process.
    c. top management.
    d. the country in which it operates.

11. The force(s) that play a part in sustaining a culture include all of the following except:
    a. career development activities.
    b. performance evaluation criteria.
    c. promotion procedures.
    d. stakeholder equity.

12. Organizational culture is what you see, hear, and feel when you work for an organization.
    a. True
    b. False

13. A key feature of an organizational culture is that it will help members of the organization solve and understand things that it encounters.
    a. True
    b. False

14. Organizational culture conveys the key values of the organization.
    a. True
    b. False

15. An organisation in which members emphasise rationality, efficiency and the importance of meeting external demands would be typical of which type of culture?
    a. Rational goal
b. Human relations
c. Internal process
d. Open systems

16. When an organization’s values are intensely held and widely shared, it is said to have a

a. core culture
b. sustainable culture
c. shared culture
d. strong culture

17. When we talk about an organization’s culture, we are referring to its core culture and not its subcultures.

a. True
b. False

18. A strong culture can be a liability.

a. True
b. False

19. A strong culture will have the greatest impact on:

a. goal achievement.
b. satisfaction.
c. absence.
d. turnover.

20. What is meant by the term ‘organisational culture’?

a. It refers to the social life that grows up among the members of an organisation and results in greater bonding among them and so aids team working and builds commitment
b. It is a biological metaphor applied to organisations to suggest they can be nurtured and grown (i.e. cultivated)
c. It is refers to the level of sophistication that prevails among the management of the organisation and affects their ability to think in complex ways
d. It refers to the set of beliefs, values and learned ways of managing of an organisation and is reflected in its structures, systems and the approach to developing corporate strategy
Answers for Self Assessment Questions

1. (c)  2. (d)  3. (c)  4. (b)  5. (a)  6. (a)  7. (b)
8. (d)  9. (d)  10. (a)  11. (d)  12. (b)  13. (a)  14. (a)
15. (a) 16. (d)  17. (b)  18. (a)  19. (d)  20. (d)