

## Question Paper

### Organizational Behavior – I (MB1B1): January 2009

- Answer all 100 questions.
- Each question carries one mark.

1. The manager of a manufacturing plant has to choose between expanding the capacity of the existing plant or acquire a new plant. While making the choice he/she is performing the management role of a/an [<Answer>](#)
- (a) Figurehead  
(b) Resource allocator  
(c) Monitor  
(d) Disseminator  
(e) Entrepreneur.
2. Total Quality Management (TQM) was highly acclaimed and the most widely used quality management approach. Which of the following statements is **not true** regarding TQM? [<Answer>](#)
- (a) It emphasizes on small and continuous improvement  
(b) It encourages employees to rethink what they do and empowers them to participate in workplace decisions  
(c) It improves all the organizational processes thus enhancing customer satisfaction  
(d) It seeks to improve quality and productivity by bringing about radical changes in the business process  
(e) It requires the participation and cooperation of employees to achieve desired improvement in quality and productivity.
3. When John remarks that he believes that the management class should be valuable based on what he has heard from other students, he is referring to which component of attitude? [<Answer>](#)
- (a) Affective  
(b) Behavioral  
(c) Cognitive  
(d) Socialistic  
(e) Conventional.
4. Tecra Software Solutions Ltd. had stopped providing special facilities like parking near the work place, etc. to the executives and started providing such facilities to everyone alike. The use of terms like “boss” and “subordinates” are not being practiced by it to bridge the psychological distance between the higher and lower level employees. Get-togethers of staff with superiors have also been helpful in building better superior-subordinate relationships. These approaches are useful in fostering a spirit of mutuality and cooperation. Which model of Organization Behavior (OB) is Tecra Software Solutions Ltd. following? [<Answer>](#)
- (a) Autocratic  
(b) Cognitive  
(c) Collegial  
(d) Supportive  
(e) Custodial.
5. Which of the following statements are **true** regarding self-managing teams? [<Answer>](#)
- I. These are autonomous work groups.  
II. These work groups are given extensive decision-making powers.  
III. These work groups have a mentor to assist the employees in handling conflicts, problem-solving, etc.  
IV. These are not led by a team leader.
- (a) Both (I) and (II) above  
(b) Both (II) and (III) above  
(c) Both (III) and (IV) above  
(d) (I), (II) and (III) above  
(e) (II), (III) and (IV) above.

6. In which stage of the Hall's career stage model, an employee may even act as a mentor to his subordinates? [<Answer>](#)
- (a) Achievement
  - (b) Maintenance
  - (c) Exploration
  - (d) Decline
  - (e) Establishment.
7. An overall model of organizational behavior can be developed by making use of cognitive, behaviorist and social learning theoretical framework. Which of the following statements is **not true** regarding cognitive approach? [<Answer>](#)
- (a) Cognition is the act of knowing an item of information
  - (b) Cognition serves as an input for a person's thoughts, perception, problem solving and information processing
  - (c) Cognition generally precedes behavior
  - (d) The role of the cognition is also found to be significant in the decision making of managers
  - (e) The cognitive approach is based on the stimulus response connection.
8. Which of the following methods of participation is informal and brief in nature and involves the direct participation of employees at a modest level? [<Answer>](#)
- (a) Suggestion programs
  - (b) Consultative management
  - (c) Self-managing teams
  - (d) Industrial democracy
  - (e) Middle management committees.
9. The supportive model is based on leadership rather than on power or money. The level of motivation of the employees in supportive model is more because of satisfying which of the following needs? [<Answer>](#)
- (a) Subsistence
  - (b) Security
  - (c) Self-actualization
  - (d) Status and recognition
  - (e) Stability and satisfaction.
10. Which of the following statements regarding Pavlov's Experiments is/are **false**? [<Answer>](#)
- I. Pavlov's standard procedure involved a dog which was given access to food, and each presentation was accompanied (usually slightly preceded) by the occurrence of a neutral event, such as ringing bell.
  - II. After several training trials (pairings of bell and food), the dog would salivate at the ringing of bell, before any food had appeared.
  - III. Salivation at the presentation of food is called a conditioned response.
  - IV. The event that evokes the conditioned response is referred to as a conditioned stimulus.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) (I), (II) and (III) above
  - (e) (II), (III) and (IV) above.
11. An individual high in Machiavellianism (Mach) is pragmatic and maintains emotional distance. High Machs flourish [<Answer>](#)
- I. When they are capable of changing their behavior according to the situation.
  - II. In jobs that offer substantial rewards for the achievement of goals.
  - III. When they interact face-to-face with others.
  - IV. In jobs that do not require the use of persuasion skills.
- (a) Only (II) above
  - (b) Both (I) and (III) above
  - (c) Both (II) and (III) above
  - (d) (I), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.

12. Which of the following is the pre-requisite for participation, in which employees are unlikely to participate, even if there is a slightest perceived threat to their status or position? [<Answer>](#)
- (a) Adequate time
  - (b) Greater benefits
  - (c) Mutual communication
  - (d) Area of job freedom
  - (e) Removal of apprehensions.
13. Managers have to play multifarious roles while performing their duties. A personnel manager who sources information from the operations manager of the same organization is performing which of the following management roles? [<Answer>](#)
- (a) Monitor
  - (b) Disseminator
  - (c) Liaison
  - (d) Leadership
  - (e) Disturbance handlers.
14. Stephanie Stucky works as a human relations specialist and is considered a top performer in the firm. According to Stephanie, her performance is derived from the fact that the pay matches her expectations, she has a significant amount of autonomy in the performance of her duties, and the workload is challenging, without being overwhelming. Stephanie's consistent performance level can be said to demonstrate which of the following? [<Answer>](#)
- (a) Job enrichment
  - (b) Job rotation
  - (c) Job satisfaction
  - (d) Job involvement
  - (e) Job enlargement.
15. Which of the following statements is/are **true** regarding middle-management committees? [<Answer>](#)
- I. Multiple-management is a method of improving the participation of the middle-level managers in the decision-making activities of the organization.
  - II. Middle-management committees give a junior board of directors the responsibility of understanding and recommending solutions for a particular problem.
  - III. The board members are not free to make their own rules and the positions on the board are held on a rotation basis.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
16. Sharma is a talkative, assertive, and sociable individual who is very comfortable with interpersonal relationships. This describes which quality of Sharma? [<Answer>](#)
- (a) Agreeableness
  - (b) Machiavellianism
  - (c) Conscientiousness
  - (d) Emotional stability
  - (e) Extraversion.
17. In an effort to remove an undesirable consequence, a team leader no longer mentions or recognizes a group member's unsolicited suggestions made in group meetings. This would be an example of which of the following forms of reinforcement? [<Answer>](#)
- (a) Positive reinforcement
  - (b) Negative reinforcement
  - (c) Punishment
  - (d) Castigation
  - (e) Extinction.

18. Ethical behavior is characterized by right and wrong conduct. In modern times organizations have taken up measures to improve ethical behavior of employees. Which of the following is **not** a measure to improve ethical behavior? [<Answer>](#)
- (a) Providing code of ethics to employees to help them through ethical dilemmas
  - (b) Organizing seminars, workshops and training programs periodically to educate employees on ethical behavior
  - (c) Providing in-house advisers to assist employees with ethical dilemma
  - (d) Offering protection to employees who unveils unethical practices of other employees in organization
  - (e) Assisting employees to carry out practices even though they conflict with personal beliefs and moral values of employees.
19. In which stage of the Hall's career stage model, the employee tries to settle down in his job and interacts with co-workers to develop a good relationship with them? [<Answer>](#)
- (a) Achievement
  - (b) Maintenance
  - (c) Exploration
  - (d) Decline
  - (e) Establishment.
20. Which of the following statements is/are **true** regarding empowerment? [<Answer>](#)
- I. Empowerment is one way to raise self-efficacy levels of employees.
  - II. Managers can empower employees in an organization by providing employees with proper training, coaching and guidance to enable them to master the skills required for their job.
  - III. Empowering of employees helps direct them towards superior performance in the job.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
21. Which of the following statements is/are **true** regarding risk-taking personality attribute that influences organization behavior? [<Answer>](#)
- I. People who are highly risk-taking in their behavior make decisions quickly without searching for much information.
  - II. Risk-averse people make decisions in a hurry and gather a lot of information before making any decision.
  - III. In organizations, the suitability of a person's risk-taking or risk averse behavior depends on the duties and responsibilities of his job.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
22. The voluntary groups in an organization that are trained in statistical techniques and problem solving skills are known as [<Answer>](#)
- (a) Self management teams
  - (b) Work councils
  - (c) Middle management committees
  - (d) Quality circles
  - (e) Task forces.
23. Individuals with Type A personality are believed to be ambitious and achievement oriented. Which of the following is **not** a characteristic of Type A personality? [<Answer>](#)
- (a) They try to be fast in everything they do, whether it is eating, talking, walking, etc.
  - (b) The slow pace at which things generally happen upsets them
  - (c) They try to be involved in more than one thing at a time
  - (d) They are always busy and find themselves unable to cope with leisure time
  - (e) They try to make the best use of their leisure time and relax without any feeling of guilt.

24. Theory Y recommends empowerment of employees for improving work performance. Which of the following is **not** an assumption of Theory Y? [<Answer>](#)
- (a) Tight controls and punishments cannot make people deliver the goods
  - (b) People can put in physical and mental efforts in work as naturally as they do while playing
  - (c) An average person would not only accepts responsibility, but also seek if proper conditions exist in organization
  - (d) People can solve their work-related problem by using creativity and imagination
  - (e) They have to be coerced by punishment or goaded by means of financial rewards to make them work effectively.
25. The cognitive learning consists of a relationship between cognitive environmental cues and expectation. The learning of association between the cue and expectation is termed as [<Answer>](#)
- (a) Response and stimulus learning (R-S)
  - (b) Stimulus and unconditioned stimulus learning
  - (c) Stimulus and response learning (S-R)
  - (d) Unconditioned stimulus and stimulus learning
  - (e) Stimulus-stimulus learning (S-S).
26. Which of the following refers to an individual's ability to define his own as well as the subordinates' tasks and get these tasks accomplished on time? [<Answer>](#)
- (a) Laissez faire
  - (b) Initiating structure
  - (c) Consideration
  - (d) Reciprocity
  - (e) Employee-oriented.
27. Which of the following disciplines that contributed to human relations and organizational behavior has provided many useful insights in attitude change, communication patterns, group processes and group decision-making? [<Answer>](#)
- (a) Psychology
  - (b) Social psychology
  - (c) Industrial psychology
  - (d) Sociology
  - (e) Economics.
28. Which of the following statements is/are **not true** regarding the Argyris' Immaturity–Maturity Continuum? [<Answer>](#)
- I. As an individual progresses from infancy to adulthood along the continuum, there is continual change in the level of development along different dimensions.
  - II. The model cannot measure and describe the development of an individual 's personality but it can predict any specific behavior of the individual.
  - III. The latent characteristics of personality, which form the basis of the seven dimensions, may be quite different from the externally visible behavior of people.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) Both (II) and (III) above.
29. Lohith has recently completed his master's degree in English literature. He is enthusiastic about his new job, reviewing loan applications at a major regional bank, where his uncle happens to be CEO. Loan-review is a fairly technical area and the other employees in the department have finance or accounting education. Lohith has a high level of self-esteem and is sure that he can make a success in his new job. A leader using the situational leadership model would use which leadership style to manage Lohith? [<Answer>](#)
- (a) Telling
  - (b) Participating
  - (c) Selling
  - (d) Delegating
  - (e) Directing.

30. Self-monitoring is the ability of an individual to adapt one's behavior to external situational factors. High self-monitors are very sensitive to external clues and behave according to the needs of the situation. Which of the following is **not true** regarding the self-monitors? [<Answer>](#)
- (a) They are more mobile in career
  - (b) They are likely to get more promotions
  - (c) They make successful managers
  - (d) They evade individual responsibility
  - (e) They accept challenges voluntarily.
31. Which of the following statements is/are **true** regarding conscientiousness? [<Answer>](#)
- I. People who are very conscientious limit the number of goals they set for themselves.
  - II. People who are less conscientious are more organized, responsible and self-disciplined.
  - III. Conscientiousness refers to the extent to which a person is comfortable with other people.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
32. Which of the following statements is/are **not true** regarding Vroom and Yetton's leadership-participation model? [<Answer>](#)
- I. Leaders have to adjust their behavior depending on the situation.
  - II. The leadership-participation model is not normative.
  - III. Leadership-participation model provides a sequential set of rules that can be followed for ascertaining the type and amount of participation required in decision-making in different situations.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) Both (I) and (III) above.
33. At one manufacturing plant, every time the top executives from the head office were scheduled to make a visit, the plant management would clean up the administrative offices and wash the windows. Eventually, employees would turn on their best behavior and look prim and proper whenever the windows were cleaned. This is known as [<Answer>](#)
- (a) Instrumental learning
  - (b) Cognitive learning
  - (c) Perceptive learning
  - (d) Associative learning
  - (e) Assumptive learning.
34. Which of the following statements are **true** regarding personality? [<Answer>](#)
- I. Personality should describe a person from a holistic point of view and not just look at individual aspects of his character.
  - II. The physical characteristics of a person are partly hereditary and partly conditioned by the environment.
  - III. The psychological characteristics of a person are purely hereditary.
  - IV. In an organization, the psychological characteristics of a person are of more concern than his physical characteristics.
- (a) Both (I) and (II) above
  - (b) Both (I) and (III) above
  - (c) Both (I) and (IV) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II), (III) and (IV) above.

35. Behavior acquisition through the modeling process cannot be directly attributed to either classical or operant conditioning. Modeling also includes various other sub-processes. According to Albert Bandura, which of the following is **not** a sub-process of modeling? [<Answer>](#)
- (a) Attention
  - (b) Intervention
  - (c) Retention
  - (d) Motoric reproduction
  - (e) Reinforcement.
36. A commissioned salesperson who wants to earn a sizable income finds that doing so is contingent on generating high sales in his/her territory.” This is an example of [<Answer>](#)
- (a) Perceptive learning
  - (b) Instrumental learning
  - (c) Assumptive learning
  - (d) Cognitive learning
  - (e) Associative learning.
37. Rico Palomera had numerous duties delegated to him during his accounting internship. Many of these required that he should obtain information from other departments. He was often frustrated because some departments repeatedly refused to share information with a mere intern. It would seem that Rico’s supervisor made the mistake of [<Answer>](#)
- (a) Delegating inappropriate tasks to an intern
  - (b) Taking credit for Rico’s accomplishments
  - (c) Overestimating Rico’s capabilities
  - (d) Delegating responsibility without adequate authority
  - (e) Passing the buck for Rico’s performance.
38. Which of the following statements is/are **true** regarding self-esteem? [<Answer>](#)
- I. The degree to which an individual is practical in his approach is referred as self-esteem.
  - II. People who have low self-esteem do not care about pleasing others.
  - III. People with high self-esteem derive more satisfaction from their jobs than people with low self-esteem.
- (a) Only (I) above
  - (b) Only (III) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
39. The women are mostly subjected to ‘pay and promotion’ discrimination in organizations. The ‘Glass Ceiling Effect’ states everything, **except** [<Answer>](#)
- (a) Artificial barriers that prevent women from moving unto senior management positions
  - (b) Women give greater priority to family than careers
  - (c) Women cannot handle challenges at higher levels
  - (d) They give priority to their ambitions
  - (e) Men have better leadership skills than women.
40. Movie stars, singers, and others, including managers, choose an image they wish to convey and how to convey it. The methods adopted by a person to create the image he/she wishes to convey is known as [<Answer>](#)
- (a) Self promotion
  - (b) Impression construction
  - (c) Exemplification
  - (d) Impression motivation
  - (e) Impression monitoring.



41. Manohar is a new divisional manager who wishes to reorganize his division. His primary problem seems to be that his subordinates (followers) seem unwilling or unable to grasp the fact that new learning tasks are necessary before the division can be brought up to its full potential. Which of the following leadership models or theories would most likely be of use to Mr. Manohar as he prepares to solve his problem? [<Answer>](#)
- (a) Blake and Mouton's Managerial Grid
  - (b) Hersey and Blanchard's Situational Leadership Model
  - (c) Fiedler's Leadership Contingency Theory
  - (d) House's Path-Goal Theory
  - (e) Leadership-participation model.
42. Which of the following statements is **not true** regarding a multicultural organization? [<Answer>](#)
- (a) It acknowledges the contributions made by various cultural and social groups and highlights their interests in its mission, operations, and products or services
  - (b) It discourages the practice of any form of social oppression within it
  - (c) It is a supplemental organization coexisting with the usual, formal organization
  - (d) It includes members of diverse social and cultural groups in the decision-making process
  - (e) It is a socially responsible entity, and supports other institutional efforts to do away with all forms of social oppression.
43. According to Holland's typology of personality, a person who prefers verbal activities where there are opportunities to influence others and attain power is said to be [<Answer>](#)
- (a) Realistic
  - (b) Investigative
  - (c) Social
  - (d) Enterprising
  - (e) Artistic.
44. Amul, the bank manager of a small town local branch, expects his employees to be on-the-job during peak customer service hours but allows his staff members to determine their own starting and stopping hours. This HRM-driven program is known as [<Answer>](#)
- (a) Flextime
  - (b) Job sharing
  - (c) Compressed work week
  - (d) Telecommuting
  - (e) Reengineering.
45. Various approaches have been used to deal with discrimination against women. In this regard, which of the following refers to a set of policies and initiatives designed to eliminate past and present discrimination based on race, color, religion, sex or national origin? [<Answer>](#)
- (a) Glass ceiling effect
  - (b) Affirmative action
  - (c) Halo effect
  - (d) Compliance
  - (e) Social cues act.
46. Tina assumes that Jake is highly cooperative and productive because he puts in long working hours. What is this called? [<Answer>](#)
- (a) Glass ceiling effect
  - (b) Stereotyping
  - (c) The halo effect
  - (d) Figure-ground
  - (e) Perceptual proximity.
47. Many specific theories were formulated in the process of explanations for employee motivation. Which of the following comes under the contemporary theories of work motivation? [<Answer>](#)
- (a) Alderfer's ERG theory
  - (b) The Porter-Lawler model
  - (c) Attribution theory
  - (d) Expectancy theory
  - (e) Two-Factor theory.



48. Two U.S. based Nissan trainers were reprimanded by their supervisor for making negative comments against him in their emails. The two trainers sued the company and regarded the incident as [<Answer>](#)
- (a) Discrimination
  - (b) Violation of privacy
  - (c) Empathy
  - (d) Work - pressure
  - (e) Cultural differences.
49. According to the managerial grid, managers who score high concern for production and low concern for people demonstrate which of the following leadership styles? [<Answer>](#)
- (a) Authoritarian
  - (b) Impoverished
  - (c) Country club management
  - (d) Team management
  - (e) Middle of the road management.
50. Kamal graduated from a prestigious business school and was selected for a suitable position in a large and reputed company. The work was challenging and provided ample opportunities for growth. Kamal joined for a salary of Rs 10,000 per month. The company appreciated his performance and after he had completed a year's service, gave him a hike of Rs 1,000. However, after a short while, a new employee was hired by the company with the same qualification but no prior experience, at a salary of Rs 12,000. On learning about this, Kamal felt bad and began to look for another job. This shows [<Answer>](#)
- (a) The dissatisfaction results, when the actual awards fall short of the person's expectations
  - (b) The performance-satisfaction relationship of the employee is also affected by what he perceives as appropriate rewards
  - (c) The degree of equity or inequity perceived by an employee with reference to his work situation plays a major role in work performance and satisfaction
  - (d) The relationship between rewards and personal goals of an individual
  - (e) The strength of an individual's preference for outcomes like rewards.
51. There are certain steps or approaches for managing diversity in organizations. Which of the following is/are the approach(es) to manage diversity? [<Answer>](#)
- I. Creation of family-friendly workplaces.
  - II. Providing diversity training to employees.
  - III. Developing mentoring programs for employees.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
52. Every time Susan meets Joy, it is under unfavorable circumstances. Soon Susan actively dislikes Joy, even though she has never really talked to her. This is an example of attitude formation based on [<Answer>](#)
- (a) Respondent conditioning
  - (b) Modeling processes
  - (c) Operant conditioning
  - (d) Self-control processes
  - (e) Fundamental attribution error.
53. Kalyan's job as loader operator for Raynor Coal Company permits him to work 10 hours per day from Monday to Thursday. This demonstrates Raynor's utilization of a(n) [<Answer>](#)
- (a) Flexible work hours
  - (b) Job sharing
  - (c) Compressed work week
  - (d) Telecommuting
  - (e) Reengineering.

54. A long-time employee has recently expressed dissatisfaction with her job as an accounts payable clerk. According to [the two-factor theory of motivation](#) which of the following interventions would reduce her level of dissatisfaction?
- (a) Provide her with more accounts to be responsible for
  - (b) Provide her with an "award of excellence" to recognize her efforts
  - (c) Increase her pay
  - (d) Promote her to the position of department manager
  - (e) Increase her level of responsibility.
55. If an employee is low in his ability to perform as well as willingness to perform, according to situational theory, the [manager needs to adopt which leadership style?](#)
- (a) Telling
  - (b) Selling
  - (c) Participating
  - (d) Delegating
  - (e) Consulting.
56. Managers understand their employee's point of view and thus help them deal with delicate situations. Such an [ability is referred to as](#)
- (a) Empathy
  - (b) Perception
  - (c) Attitude
  - (d) View
  - (e) Opinion.
57. Which component of the organizational commitment is influenced by the costs that could accrue to the employee if [he leaves the organization?](#)
- (a) Social commitment
  - (b) Affective commitment
  - (c) Coercive commitment
  - (d) Normative commitment
  - (e) Continuance commitment.
58. In which step of the communication process, the sender selects appropriate words, charts or other symbols and also [decides on the medium of sending a message?](#)
- (a) Developing an idea
  - (b) Decoding the message
  - (c) Transmitting the message
  - (d) Encoding the message
  - (e) Message reception.
59. Jeenat believes that it is her boss's fault she did not get the transfer she wanted. Jeenat's belief suggests she has the [personality trait known as](#)
- (a) Authoritarianism
  - (b) Self-efficacy
  - (c) Conscientiousness
  - (d) Self-esteem
  - (e) External locus of control.
60. The extent to which others behave in a similar manner in the same situation is known as [Valence](#)
- (a) Valence
  - (b) Expectancy
  - (c) Consensus
  - (d) Distinctiveness
  - (e) Consistency.
61. Prem is working as a team leader in Paradigm InfoTech Ltd., for past two years. His boss gave him a deadline for the completion of a project. So Prem wants to remind his team members about the completion of project. He sent e-mails to all the members of his team, reminding them of the upcoming deadline. Here, Prem is using [Lateral communication](#)
- (a) Lateral communication
  - (b) Non-verbal communication
  - (c) Downward communication
  - (d) Telecommuting
  - (e) Upward communication.

62. An employee's personality together with his attitude determines his behavior and job performance in an organization. Which of the following statements is/are **true** in this regard? [<Answer>](#)
- I. If heredity alone influenced the personality characteristics of an individual, then it would be impossible to alter an individual's personality.
  - II. Only environment and not heredity, is important in shaping the personality of an individual.
  - III. Apart from heredity and environment there is no other factor that influences an individual's personality.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
63. General motives include those motives which are neither purely primary nor purely secondary, but rather something in between. Which among the following is a complex general motive? [<Answer>](#)
- (a) The achievement motive
  - (b) The affection motive
  - (c) The affiliation motive
  - (d) The power motive
  - (e) The security motive.
64. Chester Barnard felt that communication played an important role in shaping organization. He identified several communication factors that help establish and maintain objective authority in an organization. In this context, which of the following statements is/are **false**? [<Answer>](#)
- I. All communication should be authenticated.
  - II. There should be no interruption in the line of communication during the functioning of an organization.
  - III. Communication with an organization must follow the shortest path even if it is not the direct path.
  - IV. Competent persons should serve as communication centers.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) Both (III) and (IV) above.
65. A leader after sharing the problem with the subordinates, initiates a group discussion on alternative solutions, and moderates the discussion till the group reaches a consensus on the solution to be adopted, is following the leadership decision style referred to as [<Answer>](#)
- (a) Autocratic I
  - (b) Autocratic II
  - (c) Consultative I
  - (d) Consultative II
  - (e) Group II.
66. Jay is a highly paid employee of the company and receives full benefits. He is given the responsibility of new product design. Ram, Jay's supervisor, wants to ensure that Jay remains happy with his job and continues to be a highly motivated employee. Which of the following should Ram consider as the focus of reward for Jay? [<Answer>](#)
- (a) Physiological needs
  - (b) Security needs
  - (c) Social needs
  - (d) Esteem needs
  - (e) Self-actualization needs.
67. In 1920, Edward L. Thorndike proposed the theory 'The Law of Effect'. Which of the following statements is **true** regarding this theory? [<Answer>](#)
- (a) This theory states that responses followed by pleasant consequence are more likely to be repeated, while responses followed by unpleasant consequences are less likely to be repeated
  - (b) This theory states that the strength and frequency of behaviors are determined by environmental events that precedes the behavior
  - (c) This theory states that people draw a general impression about an individual based on a single characteristic
  - (d) This theory states that the process by which people try to manage or control the perception of other people
  - (e) This theory states that employees compare their outcome – input ratio with that of others.

68. Which of the following is/are the objective(s) of interactive communication in an organization? [<Answer>](#)
- I. Task coordination.
  - II. Conflict resolution.
  - III. Information sharing.
  - IV. Filtering.
- (a) Only (I) above
  - (b) Only (III) above
  - (c) Both (I) and (II) above
  - (d) Both (III) and (IV) above
  - (e) (I), (II) and (III) above.
69. A faculty member of Osmania University comparing his experience with the experience of a faculty member working for Indian School of Business is an example for the referent comparison of [<Answer>](#)
- (a) Other-inside
  - (b) Self-inside
  - (c) Other-outside
  - (d) Self-outside
  - (e) Distortion.
70. Upward communication process is non-directive in nature. To make this more effective, organization empowers and encourages their employees to participate and communicate freely. An organization conducts exit-interview with its employees, which means [<Answer>](#)
- (a) It is conducted to test the intelligence of the employee
  - (b) It is conducted for the employees quitting the organization to know the reasons for leaving
  - (c) It is conducted to test the conceptual knowledge of the employee
  - (d) It is conducted to test the communicating skills of the employee
  - (e) It is conducted to test the employee comprehensively.
71. Which of the following refers to the self-perceptions of a person as to how well he/she can cope with the situations as they arise? [<Answer>](#)
- (a) Attitudes
  - (b) Personality
  - (c) Self-efficacy
  - (d) Self-esteem
  - (e) Stereotypes.
72. Manohar works behind the delivery counter at a grocery store. On Mondays he is in charge of the register, on Wednesdays he tends the counter but also fills in at the checkout counter in the grocery store, on Fridays and Saturdays he is responsible for taking and filling custom orders for the catering portion of the delivery. This is an example of [<Answer>](#)
- (a) Job specialization
  - (b) Job rotation
  - (c) Job enlargement
  - (d) Job satisfaction
  - (e) Job enrichment.
73. Which of the following represents the first sub-process of perception? [<Answer>](#)
- (a) Registration
  - (b) Interpretation
  - (c) Situation-person interaction
  - (d) Sensation
  - (e) Recreation.

74. A number of obstacles may restrict the receivers understanding of a message, which may totally prevent communication, or delete a part of the message or convey a wrong meaning. Defensiveness is one of the attitudes of a person which is a barrier for effective communication process. Defensiveness is [<Answer>](#)
- (a) To manipulate information by the sender so as to obtain favorable option from the receiver
  - (b) An attempt to intentionally block communication when people feel that other is threatening their self-image and prestige
  - (c) To perceive information on the basis of needs, values, experience and background
  - (d) To use words that conveys different meanings to different people
  - (e) To select appropriate word, symbols, charts to convey his idea clearly.
75. A new manager at a marketing firm, after having reviewed account activity for the most recent month, informs an account lead that volume of activity in the accounts she manages is down, and perhaps a redistribution of accounts may be in order. The account lead is furious and feels unfairly evaluated, as her volume in previous months was higher than average. She is certain the manager is plotting against her. Which perceptual distortion describes the account lead's response best? [<Answer>](#)
- (a) Social perception
  - (b) Stereotyping
  - (c) Selective perception
  - (d) Denial
  - (e) Projection.
76. An extremely conscientious and experienced group of employees are doing a hot, dirty, routine task. Which leadership style does House's Path-Goal theory suggest using here? [<Answer>](#)
- (a) Achievement-oriented
  - (b) Delegative
  - (c) Autocratic
  - (d) Directive
  - (e) Supportive.
77. Which of the following is the most advanced form of perceptual organization and provides meaning and value to objects, events, situation and other people in the environment? [<Answer>](#)
- (a) Perceptual contrast
  - (b) Perceptual proximity
  - (c) Perceptual context
  - (d) Perceptual commitment
  - (e) Perceptual novelty.
78. Which of the following is **not** a feature of grapevine communication? [<Answer>](#)
- (a) It carries information which is left unsaid by formal channels of communication
  - (b) It is beyond the control of management
  - (c) It is mostly used by employees to serve their personal and social interests
  - (d) It carries 100% true information
  - (e) It provides information on the unwritten rules of the organization.
79. Herzberg conducted a motivational study on about 200 accountants and engineers employed by firms around Pittsburgh. He resorted to critical incident method of collecting data for analysis. In his study what is/are the basic question(s) he posed to the respondents? [<Answer>](#)
- I. When were you rewarded by your firm and for what achievement?
  - II. When were you punished by your firm and for what reasons?
  - III. When did you feel particularly good about your job?
  - IV. When did you feel exceptionally bad about your job?
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.

80. The perceptual error of stereotyping is most closely associated with the perceptual grouping principle of [<Answer>](#)
- (a) Proximity
  - (b) Closure
  - (c) Similarity
  - (d) Continuity
  - (e) Constancy.
81. Which of the following policies facilitates the employees to walk into the superiors' cabin at any time and express their grievance? [<Answer>](#)
- (a) Closed door policy
  - (b) Open door policy
  - (c) Grievance policy
  - (d) Welfare policy
  - (e) Management policy.
82. Ajay works in sales department for ABC corporation. He is an excellent agent and earns good pay and uses company car. Lately, however, Ajay's performance has diminished below acceptable levels. Ajay's supervisor has given him feedback regarding his unacceptable performance and has taken away Ajay's company car. Ajay's supervisor has used which principle of learning? [<Answer>](#)
- (a) Positive reinforcement
  - (b) Negative reinforcement
  - (c) Maslow's social motivators
  - (d) Herzberg's motivation factors
  - (e) Punishment.
83. Which of the following statements is/are **not true** regarding secondary motives? [<Answer>](#)
- I. A secondary motive is a motive that has been learned or acquired over time.
  - II. The motives of curiosity, manipulation, motive to remain active and to display affection are examples of secondary motives.
  - III. Secondary motives are also called as "stimulus motives".
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
84. An organization offers to train an employee in the appropriate foreign language, customs, culture and political environment of a country to which the employee is being assigned to undertake the role. Such a measure to overcome the barrier to cultural adaptation is known as [<Answer>](#)
- (a) Compatible assignments
  - (b) Pre-departure training
  - (c) Interpersonal skills
  - (d) The managerial grid
  - (e) Change agent.
85. In which of the following types of attributions, a person's behavior is attributed to the internal factors that characterize the person such as the personality traits of the individual, his motivation or his ability? [<Answer>](#)
- (a) Contextual attribution
  - (b) Defensive attribution
  - (c) Situational attribution
  - (d) Stereotyping attribution
  - (e) Dispositional attribution.

86. Which of the following statements is/are **true** regarding Alderfer's ERG Theory?

[<Answer>](#)

- I. Alderfer proposed ERG theory as an extension of Herzberg's theory and Maslow's needs hierarchy.
- II. Alderfer proposed a continuum of needs, rather than hierarchical levels as proposed by Maslow.
- III. According to ERG theory a person's background or cultural environment may cause the relatedness needs to predominate over unfulfilled existence needs.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.

87. Adaptation to a new culture requires an expatriate manager to overcome several obstacles in the form of differences at the level of the individual, parochialism, ethnocentrism, cultural distance and culture shock. In this context, which of the following statements is/are **true** regarding ethnocentrism?

[<Answer>](#)

- I. A person who is ethnocentric finds it difficult to adapt to a culture different from his/her own.
- II. Having an ethnocentric view makes it easy for a manager to understand the behavior of people from other cultures.
- III. Ethnocentrism is also known as the self-reference criterion.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (I) and (II) above
- (d) Both (I) and (III) above
- (e) All (I), (II) and (III) above.

88. Anusha is a manager for the child welfare department in the city government. Her subordinates receive raises and promotions based on their seniority, rather than on job performance. The employees are social workers who investigate allegations of child abuse. Anusha is not a social worker herself. She was transferred to the child welfare department from another city government position. Anusha is disliked by her subordinates. As a consultant using Fiedler's contingency theory of leadership, you would predict that Anusha would be most effective as manager in this department if she is

[<Answer>](#)

- (a) Development oriented
- (b) Employee oriented
- (c) Production oriented
- (d) Task oriented
- (e) Technical oriented.

89. An employee tells his boss that he could not complete his task because of bad health or that he helped his colleague complete a priority task. Which of the following characteristics of demotion-preventative strategy is highlighted in the given context?

[<Answer>](#)

- (a) Association
- (b) Accounts
- (c) Apologies
- (d) Disassociation
- (e) Enhancements.

90. Perceptual selectivity depends on external attention factors and internal set factors. Which of the following **does not** come under the external attention factors?

[<Answer>](#)

- (a) Novelty and familiarity
- (b) Intensity
- (c) Contrast
- (d) Motivation and perception
- (e) Motion.



91. Leyton is an advertising executive on the "fast track" in his organization. At 32 years of age, he is already responsible for major clients and millions of dollars worth of revenue for the firm. With an expensive home, nice car, and a six-figure income, he is considered a success. Leyton and his wife, Patricia, have two small children at home, including a newborn. Although Leyton would very much like to spend more time with his family, his organization doesn't offer paternity leave. Even if it did, however, Leyton is doubtful he would take advantage of the policy. Employees are expected to routinely work 60-70 hours per week. Working fewer hours in order to spend time with family is perceived negatively by senior management. As a result, Leyton and his wife spend very little time together. However, nobody who has a "family life" gets ahead. In which of the following culture is Leyton working? [<Answer>](#)
- (a) Individualism
  - (b) Power distance
  - (c) Masculinity
  - (d) Uncertainty avoidance
  - (e) Femininity.
92. A bank clerk is noticed to be taking longer than average time to process transactions. Her supervisor responds by coaching her more intensively. The clerk had a new baby at home and wasn't getting much sleep. This is an example of what kind of perceptual problem? [<Answer>](#)
- (a) Attribution
  - (b) Perceptual defense
  - (c) Perceptual context
  - (d) Figure-ground
  - (e) Perceptual constancy.
93. Certain characteristics of the perceiver as well as the perceived play a role in influencing social perception. Which of the following is **not** a characteristic that influences the perceptions of an individual (perceiver)? [<Answer>](#)
- (a) An individual who has a high self-esteem is more likely to perceive favorable aspects in others as well
  - (b) If an individual understands his own personality well, it becomes easier for him or her to understand others accurately
  - (c) How accurately an individual perceives others is based on not just a single skill but involves many other skills
  - (d) The way a person is perceived, is greatly influenced by the visible traits of the person
  - (e) Personal characteristics of an individual may affect the way he perceives others.
94. Which of the following occurs in response to dramatic difference in language, customs and cultural orientations? [<Answer>](#)
- (a) Ethnocentrism
  - (b) Parochialism
  - (c) Cultural distance
  - (d) Cultural shock
  - (e) Bigotry.
95. "I don't like Jon because he discriminates against minorities." This statement refers to which component of an attitude? [<Answer>](#)
- (a) Socialist component
  - (b) Cognitive component
  - (c) Conventional component
  - (d) Affective component
  - (e) Behavioral component.
96. Which of the following statements is/are **true** regarding social perception? [<Answer>](#)
- I. Social perception is the study of how an individual gets to know other individuals.
  - II. The primary factors that affect social perception are related to psychological processes, such as attribution made by people, stereotyping and the halo effect.
  - III. Halo effect explains the reasons of the cause for an individual's behavior, stereotyping and attribution are problems associated with social perception.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.

97. The perceived fairness of the manner in which rewards are offered, both in terms of the quantity of the reward received by the individual as well as in terms of the distribution of rewards between individuals, is referred to as [<Answer>](#)
- (a) Valence
  - (b) Distributive justice
  - (c) Validity
  - (d) Punctuated equilibrium model
  - (e) Outcome orientation.
98. Pratap is the team leader for ICICI bank credit cards marketing department. His job includes assigning targets to his team members and helping them in attaining the targets. This job needs patience and capability. His manager always assigns him the targets which are highly impossible to complete in the given time. Even then, he readily accepts those tasks openly without any other thought and more over is never worried about the target date. Which of the following personality trait does Pratap demonstrate? [<Answer>](#)
- (a) Extraversion
  - (b) Openness to experience
  - (c) Risk taking
  - (d) Conscientiousness
  - (e) Emotional stability.
99. Lower-level and middle-level managers will probably experience higher managerial motivation and performance when their combination of needs consists of [<Answer>](#)
- (a) Equal high need for affiliation, achievement, and power
  - (b) High need for power and lower need for affiliation, and achievement
  - (c) High need for achievement and lower need for affiliation and power
  - (d) A high need for achievement and power and lower need for affiliation
  - (e) Equal low need for affiliation, achievement and power.
100. Ben Barringer has been receiving substantial pressure from the members of his work team to remain with the Omega Computer Inc. despite enticing offers from other companies. Ben has decided to remain with Omega mostly due to the encouragement of his fellow workers. It can be stated that Ben has experienced [<Answer>](#)
- (a) Social commitment
  - (b) Affective commitment
  - (c) Coercive commitment
  - (d) Normative commitment
  - (e) Continuance commitment.

**END OF QUESTION PAPER**

## Suggested Answers

### Organizational Behavior – I (MB1B1): January 2009

| Answer | Reason  |                             |
|--------|---|-----------------------------|
| 1. E   | In the role of an entrepreneur, they seek to improve an organization's performance by initiating new projects and monitoring their progress. Here, they have to select the project which they plan to implement.  | <a href="#">&lt;TOP&gt;</a> |
| 2. D   | The reengineering approach seeks to improve quality and productivity by bringing about radical changes in the business process, unlike the TQM approach that emphasizes on small and continuous improvement.  | <a href="#">&lt;TOP&gt;</a> |
| 3. C   | The cognitive component indicates the opinions, values or beliefs of an individual about some thing.  | <a href="#">&lt;TOP&gt;</a> |
| 4. C   | Collegial: The basis of collegial model is partnership with a managerial orientation of teamwork. The employees in turn are oriented towards responsible behavior and self-discipline.<br>Autocratic: The basis of autocratic model is power with a managerial orientation of authority.<br>Supportive: The basis of supportive model is leadership with a managerial orientation of support.<br>Custodial: The basis of custodial model is economic resources with a managerial orientation of money.  | <a href="#">&lt;TOP&gt;</a> |
| 5. D   | Self-managing team is lead by a team leader who ensures that group performs well. He also acts as a mentor for the group. The main role of the team leader is to assist the group obtains obtain inputs from and provide information to, various parts of the organization. This form of participation requires delegation of considerable authority and is an ongoing process.   | <a href="#">&lt;TOP&gt;</a> |
| 6. B   | In the maintenance stage, the productivity of an employee reaches its peak and he feels the need to contribute something to the next generation. He may even act as a mentor to his subordinates.   | <a href="#">&lt;TOP&gt;</a> |
| 7. E   | The cognitive approach emphasizes too much on psychological process whereas the behavioristic approach stresses on stimulus, response and consequences.   | <a href="#">&lt;TOP&gt;</a> |
| 8. B   | Consultative management method of participation is informal and brief in nature and involves the direct participation of employees at a modest level.   | <a href="#">&lt;TOP&gt;</a> |
| 9. D   | In the supportive model of OB the employee that is met is status and recognition.   | <a href="#">&lt;TOP&gt;</a> |
| 10. C  | Pavlov's standard procedure involved a quiet, distraction-free laboratory, which gave the experimenter full control over events experienced by a lightly restrained dog. From time to time, the dog was given access to food, and each presentation was accompanied (usually slightly preceded) by the occurrence of a neutral event, such as ringing of bell. After several training trials (pairings of bell and food), the dog would salivate at the ringing of bell, before any food had appeared. Salivation at the presentation of food is called an unconditioned response (UR), since it occurs automatically (unconditionally). The food is an unconditioned stimulus (US). The animal's tendency to salivate when the light flashes is conditional on the light having been paired with food, so this is referred to as a conditioned response (CR) and the event that evokes it as a conditioned stimulus (CS). The whole training procedure was labeled conditioning. As other forms of training, introduced later, have also been described as conditioning, Pavlov's version became known as classical conditioning | <a href="#">&lt;TOP&gt;</a> |

11. C High Machs flourish [< TOP >](#)
- In jobs that offer substantial rewards for the achievement of goals
  - When they interact face to face with others
  - In jobs that require the use of persuasion skills
- Statement (I) is correct in case of people with high self-monitoring.
12. E 'Removal of apprehensions' is the pre-requisite for participation, in which employees are unlikely to participate, even if there is a slightest perceived threat to their status or position. [< TOP >](#)
13. C In the liaison role, the manager interacts with individuals or groups, inside or outside the organization. [< TOP >](#)
14. C The job satisfaction that an individual derives from his job depends on the extent to which outcomes meet his expectations. [< TOP >](#)
15. C Statements (I) and (II) are true. [< TOP >](#)
- Multiple-management is a method of improving the participation of the middle level managers in the decision-making activities of the organization.
- Middle-management committees give a junior board of directors the responsibility of understanding and recommending solutions for a particular problem.
- The board members are free to make their own rules and the positions on the board are held on a rotation basis.
16. E Extraversion refers to the extent to which a person is comfortable with other people. [< TOP >](#)
17. B One could describe negative reinforcement as a form of social blackmail, which makes a person behave in a particular manner. [< TOP >](#)
18. E It's a unethical behavior to assist employees to carry out practices even though they conflict with personal beliefs and moral values of employees. [< TOP >](#)
19. E In establishment stage, the employee tries to settle down in his job and interacts with co-workers to develop a good relationship with them. [< TOP >](#)
20. E All the statements are true. [< TOP >](#)
- People experience feeling when they lack the power to control their destiny.
- Enhancing the self-efficacy levels of employees makes it possible for employees to achieve more for themselves and the organization.
- Empowerment is one way to raise self-efficacy levels of employees.
21. D Statements (I) and (III) are true about risk-taking personality attribute. [< TOP >](#)
- People who are highly risk-taking in their behavior make decisions quickly without searching for much information.
  - Risk-averse people do not make decisions in a hurry and gather a lot of information before making any decision.
  - In organizations, the suitability of a person's risk-taking or risk averse behavior depends on the duties and responsibilities of his job.
22. D The voluntary groups are referred to as quality circles. [< TOP >](#)
23. E Option (e) – They try to make the best use of their leisure time and relax without any feeling of guilt- is a characteristic of Type B personality. [< TOP >](#)
24. E Theory X assumes that employees that they have to be coerced by punishment or goaded by means of financial rewards to make them work effectively. [< TOP >](#)
25. E The cognitive learning consists of a relationship between cognitive environmental cues and expectation. This learning of association between the cue and expectation is termed as Stimulus- stimulus learning. [< TOP >](#)

26. B Initiating structure refers to an individual's ability to define his own as well as the subordinates' tasks and get these tasks accomplished on time. The people who score high on this dimension will put pressure on their subordinates to meet deadlines and maintain certain standards of performance. [<TOP>](#)
27. B Social psychology is a field that has provided many useful insights in attitude change, communication patterns, group processes and group decision-making. [<TOP>](#)
28. B Statements (II) is not true about the characteristics of Argyris' Immaturity – Maturity Continuum. [<TOP>](#)  
The model can only measure and describe the development of an individual's personality but cannot predict any specific behavior of the individual.
29. C If an employee is low in ability but high in willingness to perform, the manager has to use selling type of leadership. [<TOP>](#)
30. D Self monitoring individuals or leaders always take personal interest and responsibility in the tasks to be accomplished. They will never evade responsibility. In turn they volunteer to take up additional responsibility. [<TOP>](#)
31. C Only statement (I) is true about 'Conscientiousness'. [<TOP>](#)  
I. People who are very conscientious limit the number of goals they set for themselves.  
II. People who are very conscientious are more organized, responsible and self-disciplined.  
III. Extraversion refers to the extent to which a person is comfortable with other people.
32. B Statement (II) is not true. [<TOP>](#)  
The leadership-participation model is normative.
33. D Associative learning: When a neutral stimulus is combined with another stimulus that produces a strong reaction, it results in associative learning. [<TOP>](#)
34. C Statements (I) and (IV) are true about Personality. [<TOP>](#)  
• Personality should describe a person from a holistic point of view and not just look at individual aspects of his character.  
  
The physical characteristics of a person are purely hereditary.  
  
The psychological characteristics of a person are partly hereditary and partly conditioned by the environment.  
  
In an organization, the psychological characteristics of a person are of more concern than his physical characteristics.
35. B Subprocesses of modeling are: [<TOP>](#)  
• Attention  
  
Retention  
  
Motoricreproduction  
  
Reinforcement.
36. B Instrumental or operant conditioning: A type of conditioning in which desired voluntary behavior leads to a reward or prevents a punishment. [<TOP>](#)
37. D Rico's supervisor delegated duties to him which required getting information from other departments, but he didn't give him the authority to obtain information from others. So it resulted in damage. So, his supervisor should give him both responsibility and authority. [<TOP>](#)

38. B Statement (III) is true about 'Self-esteem'. [< TOP >](#)
- I. Machiavellianism refers to the degree to which an individual is practical in his approach, maintains an emotional distance from others, and believes that ends justify the means.
- II. People who have high self-esteem do not care about pleasing others.
- III. People with high self-esteem derive more satisfaction from their jobs than people with low self-esteem.
39. D The 'Glass Ceiling Effect' is a 'promotion discrimination' that states [< TOP >](#)
- Artificial barriers that prevent women from moving unto senior management positions
  - Women give greater priority to family than careers
  - Women cannot handle challenges at higher levels
  - They do not give priority to their ambitions
  - Men have better leadership skills than women.
40. B Impression construction refers to the methods adopted by a person to create the specific impression that he wants. The impression may be related to various factors such as personal characteristics, attitudes and values. [< TOP >](#)
41. B According to Hersey and Blanchard's model, the maturity level of the subordinate plays a major role in influencing the leadership style of the superior. [< TOP >](#)
- The managerial grid: The model consists of nine rows and columns. The rows represent the leader's concern for production, while columns represent the concern for people. With nine possible positions on each side, leaders can be located at any one of a total of 81 positions on this grid.
- Fiedler contingency model: The theory that effective groups depend on a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.
- Path-goal theory: The theory that it is the leader's job to assist followers in attaining their goals and to provide the necessary direction to ensure that their goals are compatible with the overall objectives of the group or organization.
- Leader-participation model: A leader theory that provides a set of rules to determine the form and amount of participative decision making in different situations.
42. C A multicultural organization can be described as one that: [< TOP >](#)
- It acknowledges the contributions made by various cultural and social groups and highlights their interests in its mission, operations, and products or services
  - It discourages the practice of any form of social oppression within it
  - It includes members of diverse social and cultural groups in the decision-making process
  - It is a socially responsible entity, and supports other institutional efforts to do away with all forms of social oppression.
- Collateral organization: It is a supplemental organization coexisting with the usual, formal organization.
43. D According to Holland's typology of personality, a person who prefers verbal activities where there are opportunities to influence others and attain power is said to be Enterprising. [< TOP >](#)
44. A Flextime gives more autonomy to employees with respect to their work timings. [< TOP >](#)
45. B Affirmative action refers to a set of policies and initiatives designed to eliminate past and present discrimination based on race, color, religion, sex or national origin. [< TOP >](#)

46. C The halo effect: At times, people draw a general impression about an individual based on a single characteristic, such as intelligence, sociability, aggressiveness, etc. [<TOP>](#)
47. C ERG theory and Two-Factor theory comes under the content theories of motivation. The Porter-Lawler model and Expectancy theory comes under the process theories. Attribution theory comes under the contemporary theory of work motivation. [<TOP>](#)
48. B Violation of privacy: Because the supervisor had accessed to employees personal email, which was not addressed to him. In such case they sued the company for violation of their privacy. Privacy violation issues in West have gained significant importance in recent years with increased number of cases wherein employers have access to employees email so as to keep a track of their activities [<TOP>](#)
49. A People who exhibit the 9,1 style of leadership have high concern for production and low concern for people. This is referred to as authoritarian style of leadership. [<TOP>](#)  
Impoverished style, exhibit no concern for people or for work.  
Country club style has high concern for people but low concern for production.  
Team management style show high concern for both people and production.  
Middle of road management: Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level.
50. C Equity theory states that the degree of equity or inequity perceived by an employee with reference to his work situation plays a major role in work performance and satisfaction. Employees generally compare of their outcome-input ratio with that of others. [<TOP>](#)
51. E The approaches to manage diversity are [<TOP>](#)  
• Creation of family-friendly workplaces.  
Providing diversity training to employees.  
Developing mentoring programs for employees.
52. A Respondent conditioning - A type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such a response. [<TOP>](#)
53. C A compressed work week would have four ten-hour days. This kind of arrangement allows employees to devote considerable time to their family needs. [<TOP>](#)
54. C According to the two-factor theory of motivation, the hygiene factors were responsible for preventing dissatisfaction and motivators were essential to keep the employees satisfied. [<TOP>](#)
55. A If an employee is low in his ability to perform as well as willingness to perform, the manager needs to adopt the telling style, he must constantly give directions to the employee. [<TOP>](#)
56. A Managers understand their employee's point of view and thus help them deal with delicate situations. Such an ability is referred to as 'Empathy'. [<TOP>](#)
57. E Continuance commitment is influenced by the costs that could accrue to the employee if he leaves the organization. [<TOP>](#)
58. D In encoding the message of the communication process, the sender selects appropriate words, charts or other symbols and also decides on the medium of sending a message. [<TOP>](#)



59. E People with external locus of control believe that their fate is controlled by luck, chance or external forces. [< TOP >](#)  
Self-efficacy refers to a person's perception of his ability to cope with different situations as they arise.  
Conscientiousness refers to the extent to which a person is responsible and achievement oriented.  
Self-esteem refers to the self-perceived competence and self-image of people.  
Authoritarianism is believing that people should obey authority and rules, even when these are unfair, and even if it means that they lose their personal freedom.
60. C Consensus denotes the extent to which others behave in a similar manner in the same situation. [< TOP >](#)
61. C Communication that flows from one level of a group or organization to a lower level is a downward communication. Downward communication doesn't have to be oral or face-to-face contact. [< TOP >](#)
62. A Only statement (I) is true. [< TOP >](#)  
I. If heredity alone influenced the personality characteristics of an individual, then it would be impossible to alter an individual's personality.  
II. Both heredity as well as environment are important in shaping the personality of an individual.  
III. Apart from heredity and environment, the situation in which an individual is can also influence his personality.
63. B Affection or love is a somewhat complex general motive. The complexity arises due to the fact that love is similar to the primary motives in some ways, while in some other ways, it resembles secondary motives. [< TOP >](#)
64. C Communication with an organization must follow the shortest and most directed path. [< TOP >](#)
65. E Group II: A leader after sharing the problem with the subordinates, initiates a group discussion on alternative solutions, and moderates the discussion till the group reaches a consensus on the solution to be adopted. [< TOP >](#)
66. E When a person has realized his full potential and is fulfilled, he can be said to have attained self actualization. These needs are at the highest level in Maslow's hierarchy of needs. [< TOP >](#)
67. A Option (a) is true regarding Law of effect which states that responses followed by pleasant consequence are more likely to be repeated, while responses followed by unpleasant consequences are less likely to be repeated [< TOP >](#)  
Option (b) - According to classical conditioning, the strength and frequency of behaviors are determined by environmental events that precedes the behavior.  
Option (c) - Halo Effect states that people draw a general impression about an individual based on a single characteristic.  
Option (d) - Impression Management states that the process by which people try to manage or control the perception of other people.  
Option (e) - Equity theory states that employees compare their outcome - input ratio with that of others.
68. E The main objectives of interactive communication in an organization are: [< TOP >](#)  
• Task coordination  
  
Problem solving  
  
Information sharing  
  
Conflict resolution.

69. D Self-outside: The employee compares his experiences in the present position with the experiences of those holding a similar position in another organization. [< TOP >](#)
70. B Exit interviews are held for employees who are quitting the organization to find out their reasons for leaving and their suggestions for improving the work place. [< TOP >](#)
71. C 'Self-efficacy' refers to the self-perceptions of a person as to how well he/she can cope with the situations as they arise. People with high Self-efficacy feel capable and confident of rising up to a situation. [< TOP >](#)
72. B During job rotation, an employee is shifted from one job to another. [< TOP >](#)
73. C 'Situation-person interaction' represents the first sub-process of perception. [< TOP >](#)
74. B Defensiveness is an attempt to intentionally block communication when people feel that other is threatening their self-image and prestige. [< TOP >](#)
75. C Selective perception: The account lead appears to be drawing an unjustified conclusion from an unclear situation. This comes under the perceptual set in the work place. [< TOP >](#)
76. E Supportive: The leader attempts to address the needs and problems of his subordinates. [< TOP >](#)
77. C Perceptual context is the most advanced form of perceptual organization and provides meaning and value to objects, events, situation and other people in the environment. [< TOP >](#)
78. D Carries 100% true information is not a feature of grapevine communication. [< TOP >](#)
79. D When did you feel particularly good about your job – What turned you on and When did you feel exceptionally bad about your job – What turned you off are the two questions asked by Herzberg to the respondents in his two factor theory of hygiene and motivation. [< TOP >](#)
80. C Similarity: The greater the similarity of the stimuli, the more they are likely to be perceived as a common group. Such grouping by similarity causes problems of stereotyping. [< TOP >](#)
81. B Management is open to solve the grievances without red-tapism which is called as Open door policy. [< TOP >](#)
82. E No access to recreation facilities or e-mailing system for a week is the examples of punishment. So this comes under the punishment. [< TOP >](#)
83. D Statement (II) and (III) are not true about secondary motives. [< TOP >](#)  
A secondary motive is a motive that has been learned or acquired over time.  
The motives of curiosity, manipulation, motive to remain active and to display affection are examples of general motives.  
General motives are also called as "stimulus motives".
84. B An organization offers to train an employee in the appropriate foreign language, customs, culture and political environment of a country to which the employee is being assigned to undertake the role. Such a measure to overcome the barrier to cultural adaptation is known as predeparture training. [< TOP >](#)
85. E Generally, there are two types of attributions made by people- dispositional attributions and situational attributions. In dispositional attribution, a person's behavior is attributed to the internal factors that characterize the person such as the personality traits of the individual, his motivation or his ability. [< TOP >](#)
86. E All the statements are true about ERG Theory. [< TOP >](#)

87. C Statements (I) and (III) are true about ethnocentrism [<TOP>](#)
- I. A person who is ethnocentric finds it difficult to adapt to a culture different from his own.
  - II. Having an ethnocentric view makes it difficult for a manager to understand the behavior of people from other cultures.
  - III. Ethnocentrism is also known as the self-reference criterion.
88. D Task orientation refers to the degree to which the task on hand can be performed efficiently by following a particular method. The other options do not come under the Fielder's contingency model. [<TOP>](#)
89. B Accounts: The employee attempts to justify the occurrence of a negative outcome by giving excuses. [<TOP>](#)
90. D Factors such as intensity, size, contrast, repetition, motion, novelty and familiarity of objects and situations comprise external attention factors. Motivation and perception comes under the internal set factors. [<TOP>](#)
91. C The "masculine" side of cultural dimension refers to cultures that have clear gender role divisions. Assertiveness and competition are valued. "Feminine" cultures are more tolerant of a wider distribution of roles relatively independent of one's gender. Caring for others, relationships, and quality of life are valued. Several factors indicate that Leyton is working in a culture that is closer to the masculine side of the continuum. Success is defined by one's possessions and income. (Leyton's home, car, and six-figure income qualify him as a success according to this definition.) Additionally, work roles are structured such that he contributes very little time to caring for his children, or maintaining a quality relationship with his wife. In general, evidence indicates that workers of relatively more masculine cultures (as defined by Hofstede) tend to experience more job stress and conflict between job and family roles. In relatively more feminine cultures workers report less stress and less role conflict. [<TOP>](#)
92. A The way in which people explain the cause of their own or other's behavior is referred to as attribution. [<TOP>](#)
93. D Certain characteristics of the person being perceived also play a role in influencing social perception. This includes the way a person is perceived, is greatly influenced by the visible traits of the person. [<TOP>](#)
94. D People face many difficulties while adopting to other social cultures and customs. They typically go through a series of phases when they arrive in a foreign country. In the first phase they are generally excited and stimulated by the challenge of a new job, home and culture. The second phase is the disillusionment phase. In the third phase, they undergo a cultural shock where they experience insecurity and disorientation after facing the different dimensions of a new culture. [<TOP>](#)
95. D Attitudes consist of three components – cognitive, affective and behavioral. The cognitive component indicates the opinions, values or beliefs of an individual about something. The affective component represents the feelings of a person towards something. The behavioral component of a person indicates the intention of a person to behave in a particular way. [<TOP>](#)
96. C Statements (I) and (II) are true about social perception. [<TOP>](#)
- Social perception is the study of how an individual gets to know other individuals.
- The primary factors that affect social perception are related to psychological processes, such as attribution made by people, stereotyping and the halo effect.
- Attribution theory explains the reasons or the cause for an individual's behavior, stereotyping and the halo effect are problems associated with social perception.
97. B The perceived fairness of the manner in which rewards are offered, both in terms of the quantity of the reward received by the individual as well as in terms of the distribution or rewards between individuals, is referred as distributive justice. [<TOP>](#)

98. E Emotional stability determines an individual's ability to withstand stress. [<TOP>](#)  
Individuals who have positive emotional stability feel emotionally secure and tend to be calm. They are enthusiastic about their work and are capable of withstanding the tensions and pressures of a job.
99. D Lower and middle-level managers will probably experience higher managerial motivation and performance when their combination of needs consists of a high need for achievement and power and lower need for affiliation. [<TOP>](#)
100. D Normative commitment refers to the extent to which an employee feels obligated to continue in the organization. [<TOP>](#)
- Affective commitment is concerned with the employee's emotional attachment and involvement with the organization.
  - Continuance commitment is influenced by the costs that could accrue to the employee if he leaves the organization.

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