
INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

SAMPLE

MID-TERM EXAMINATION QUESTIONS

PART I - MULTIPLE CHOICE

The extent to which an employee identifies and is involved with a particular organization and wishes to maintain membership in that organization is known as

- A) organizational performance.
- B) job performance.
- C) job involvement.
- D) organizational commitment.
- E) job satisfaction.

According to research on organizational commitment, which of the following statements is TRUE?

- A) Continuance commitment is based on the obligation that employee feels to stay.
- B) Normative commitment is based on the economic harm of quitting.
- C) Affective commitment is based on shared values.
- D) Cognitive commitment is directly correlated to the mental ability of the employee to stay committed.
- E) Normative commitment is loyalty to coworkers.

Components of organizational commitment include

- A) affective, normative and continuance commitment.
- B) effective, normative and continuance commitment.
- C) affective, normative and citizenship commitment.
- D) effective, productive and continuance commitment.
- E) effective, productive and citizenship commitment.

According to Hofstede, national cultures that accept unequal levels of power in organizations reflect:

- A) low power distance
- B) high collectivism.
- C) high power distance
- D) low uncertainty avoidance
- E) high femininity

Two candidates were under consideration for a job with a prestigious investment firm. Both were equally suitable but one of them had an MBA from Harvard while the other candidate had an MBA from a lesser known school. The Harvard grad was selected for the job. The reason behind that choice might be explained by the concept via:

- A) projection
- B) Big 5 Personality characteristics**
- C) commitment
- D) emotional regulation
- E) halo effect

If a person responds the same way across different situations, according to rules of attribution the behavior shows:

- (A) High distinctiveness
- (B) Low distinctiveness**
- (C) High consistency
- (D) Low consistency
- (E) None of the above

Teresa is sociable, and assertive. According to the Big Five Personality Model, this relates to her

- A) agreeableness.
- B) emotional stability.
- C) conscientiousness.
- D) extraversion.**
- E) openness to experience.

Maslow's hierarchy of needs is arranged in which order?

- A) physiological, esteem, safety, social, and self-actualization
- B) physiological, safety, social, esteem, and self-actualization**
- C) safety, physiological, esteem, social, and self-actualization
- D) physiological, social, safety, esteem, and self-actualization
- E) physiological, social, safety, self-actualization, and esteem

Organizational behaviour is generally defined as a field of study that

- A) investigates how organizations effectively face competition.
- B) investigates the impact that individuals, groups, and structure have on behaviour within organizations.**
- C) attempts to understand and solve problems regarding individual behaviour on and off the job.
- D) seeks ways and means to match human effort with technology.
- E) examines how the structure of different organizations contributes to, or inhibits, effective communication.

The Job Characteristics Model allows us to make this statement with relative confidence

- A) People who work on jobs with high core job dimensions are generally more motivated than are those who do not.
- B) People who work on jobs with low core job dimensions are generally more motivated than are those who do.
- C) People who work on jobs with high core job dimensions are generally less motivated than are those who do not.
- D) People who work on jobs with high core job dimensions cannot be motivated.
- E) People who work on jobs with high core job dimensions are generally motivated through salary and recognition.**

PART II - SHORT ANSWER

Answer the following questions below in the Answer booklet. Keep in mind that in addressing the question below, you must apply the concepts, theories or frameworks discussed in class or in the assigned readings. Make any assumptions that you feel are necessary

Explain Emotional labour, including the concepts of surface and deep level acting and the implications for employee well-being. (10 marks)

Identify and clearly explain the 5 core job dimensions included in the Job characteristics Model of motivation (10 marks)

How does Expectancy Theory explain the process of motivation at work? Make sure you describe all the elements of expectancy theory using a workplace example (10 marks)

PART III - MIN-CASE SCENARIO /CONCEPT APPLICATION

Read the mini-case scenario below and respond to the three (3) questions following it. Your answers must make explicit reference to relevant course concepts/theories and frameworks. Provide your answer in the answer booklet.

Sado started her career as a Junior Accountant in a public accounting firm. Initially, the work was interesting and challenging. Sado enjoyed her work and was an excellent performer. However, recently things have changed for the worse. Sado's mother has been ill and Sado, as sole care-giver for her mother, has had to juggle the demands of work and family. Consequently, Sado has been arriving late for work. Sado did not feel comfortable letting her manager know about her private situation with her mother and consequently did not disclose that to her manager. Upon seeing Sado come to work consistently late, the manager has treated her like she is a "slacker" and a poor employee.

However, Sado continues to perform well and with great commitment. However, her manager's bias against her has grown. The manager has been overly critical of her work and made her feel like her performance has not been satisfactory. Sado's excellent work has gone unrewarded. She notices that her peers, who generally do not put in as many long hours at the office as does she, are nevertheless given higher bonuses at the end of each month. In the past, she received a wealth of bonuses for her great performance. Added to all this, Sado's manager has just re-allocated her to a different job responsibility which Sado does not find as interesting and challenging.

Given all this, Sado's motivation is starting to decrease.

Questions

- 1) How would the Fundamental Attribution Error explain the reason behind the manager's perception of Sado? Make sure you clearly explain that concept (10 marks)
- 2) How has the manager's perception contributed to a "negative" Pygmalion effect. Make sure