

Organizational Behaviour

Chapter 1 Fundamentals of OB

1. Organizational behaviour is best defined as a field of study that investigates the impact that the following three components have upon behavior in organizations:
 - (a) Groups, teams, systems
 - (b) Individuals, departments, structure
 - (c) Groups, teams, structure
 - (d) Individuals, groups, structure
2. The subject of organizational culture has been most influenced by which behavioural science discipline?
 - (a) Anthropology
 - (b) Psychology
 - (c) Social psychology
 - (d) Political science
3. Anthropology is the study of:
 - (a) Civilizations
 - (b) Cultures and environments
 - (c) Intraorganizational politics
 - (d) Group dynamics
4. Under which subject would the topics of power and how people manipulate power for individual self-interest be covered:
 - (a) Psychology
 - (b) Sociology
 - (c) Social psychology
 - (d) Political science
5. The four main dimensions which influence behaviour in work organizations are:
 - (a) Individual, organization, group, gender
 - (b) Individual, group, organization, environment
 - (c) Group, environment, organization, gender
 - (d) Environment, group, individual, gender
6. Which behavioural science would be most useful in helping to understand individual behavior?
 - (a) Psychology
 - (b) Sociology
 - (c) Social psychology
 - (d) Political science
7. Organizational behaviour is all of the following except:
 - (a) field of study
 - (b) an applied field.
 - (c) an intuitive analysis of human behaviour.
 - (d) studying what people do in an organization.

8. _____ is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness.
- (a) Organizational development (b) Management
(c) Organizational behaviour (d) People management
9. Which behavioural science discipline would likely have made the greatest contribution to understanding structuring of conflict, allocation of power, and how people manipulate power for individual self-interest?
- (a) Psychology (b) Sociology
(c) Social psychology (d) Political science
10. This discipline has made its greatest contribution to OB in such areas as communication patterns, group decision-making, measuring and understanding attitudes, and the ways in which groups can satisfy individual needs.
- (a) Psychology (b) Sociology
(c) Social psychology (d) Political science
11. _____ is known as father of "scientific management".
- (a) Fedrick Taylor (b) Henry Feyol
(c) Robert Owen (d) None
12. Edward Tolman is related to _____
- (a) Behaviourists framework (b) Cognitive approach
(c) Social cognitive framework (d) None of the above
13. Factors affecting organizational behaviour
- (a) People (b) Technology
(c) Environment (d) All the above
14. Haw thorn study is related to which stage of evolution of organizational Behaviour?
- (a) Industrial revolution (b) Scientific management
(c) Human relation movement (d) Organizational behaviour
15. in present scenario, challenges of OB are
- (a) Workforce Diversity (b) Globalization
(c) Employee expectation (d) All the above
16. Leadership motivates the people to work and not the power of money.
- (a) Autocratic model (b) Custodial model
(c) Supportive model (d) Collegial model
17. Organizational Behaviour is a
- (a) Science (b) Art
(c) Science & art (d) All the above
18. The field of Organizational behaviour is primarily concerned with
- (a) Behaviour of individual & group (b) how resources are effectively utilized
(c) control process & interaction (d) Effectiveness & Production

19. "All humans are different since birth" says the Law of _____
(a) Individual Differences (b) Human Dignity
(c) whole person (d) caused behavior
20. Mutuality of Interest says :
(a) organization need people, people do not need organization
(b) organization do not need people, people need organization
(c) People need organization, organization need people
(d) organization do not need people, people do not need organization
21. Psychology contributes at _____ level
(a) group (b) organizational
(c) individual (d) national
22. Sociology contributes at _____ level
(a) group (b) organizational
(c) individual (d) national
23. Social Psychology contributes at _____ level
(a) group (b) organizational
(c) individual (d) national
24. Anthropology contributes at _____ level
(a) group (b) organizational
(c) individual (d) group & organizational
25. _____ is the father of human relations approach
(a) Fredrick Taylor (b) Elton Mayo
(c) Robert Owen (d) Henry Fayol
26. Illumination experiment was conducted in _____ study
(a) Human relation study (b) scientific management
(c) Hawthorne experiment (d) Classical approach
27. The OB subject of "perception" has been most influenced by which behavioural science discipline?
(a) Political Science (b) Social Psychology
(c) Psychology (d) Anthropology
28. Power & conflicts has been most influenced by which behavioural science discipline?
(a) Political Science (b) Social Psychology
(c) Psychology (d) Anthropology
29. _____ means organizations are becoming more heterogeneous in term of gender, race & ethnicity
(a) Globalization (b) workforce diversity
(c) Organizational cultural (d) technological advance

30. Job appraisal is the part of _____
(a) Sociology (b) Anthropology
(c) Psychology (d) Political science
31. Basis of “Autocratic Model” of OB is
(a) Economic resources (b) Power
(c) Leadership (d) Partnership
32. Basis of “Custodial Model” of OB is
(a) Economic resources (b) Power
(c) Leadership (d) Partnership
33. Basis of “Supportive Model” of OB is
(a) Economic resources (b) Power
(c) Leadership (d) Partnership
34. Basis of “Collegial Model” of OB is
(a) Economic resources (b) Power
(c) Leadership (d) Partnership
35. Managerial orientation of “Autocratic Model” of OB is
(a) Authority (b) Money
(c) Support (d) Teamwork
36. Managerial orientation of “Supportive Model” of OB is
(a) Authority (b) Money
(c) Support (d) Teamwork
37. Managerial orientation of “Custodial model” of OB is
(a) Authority (b) Money
(c) Support (d) Teamwork
38. Managerial orientation of “Collegial Model” of OB is
(a) Authority (b) Money
(c) Support (d) Teamwork
39. Employees needs met by Autocratic Model is
(a) Subsistence (b) Security
(c) Status and Recognition (d) Self-actualization
40. Employees needs met by Custodial Model is
(a) Subsistence (b) Security
(c) Status and Recognition (d) Self-actualization
41. Employees needs met by Supportive Model is
(a) Subsistence (b) Security
(c) Status and Recognition (d) Self-actualization
42. Employees needs met by Collegial Model is
(a) Subsistence (b) Security
(c) Status and Recognition (d) Self-actualization

43. Which of the following is not an attribute of psychological individual difference?
 (a) Motivation (b) Learning
 (c) Personality (d) Complexion
44. Which of the following is not an attribute of physiological individual difference?
 (a) Appearance (b) Complexion
 (c) Attitude (d) Body shape
45. "time & motion study" principle is explained in
 (a) Hawthorne study (b) Classical approach
 (c) Scientific management (d) Human relation movement
46. Illumination experiment was conducted in
 (a) Hawthorne study (b) Classical approach
 (c) Scientific management (d) Human relation movement
47. OB is having cognitive, behaviouristic & _____ framework
 (a) Organizational (b) Social
 (c) social cognitive (d) cognitive
48. OB cannot abolish conflict & frustration but can reduce them is one of the _____.
 (a) Principle (b) limitation
 (c) Advantage (d) All the above
49. The performance result of autocratic model are
 (a) Minimum (b) Passive cooperation
 (c) Moderate enthusiasm (d) Highest
50. The performance result of custodial model are
 (a) Minimum (b) Passive cooperation
 (c) Moderate enthusiasm (d) Highest

Answer Key for Chapter 1

1.	(d)	11.	(a)	21.	(c)	31.	(b)	41.	(c)
2.	(a)	12.	(b)	22.	(a)	32.	(a)	42.	(d)
3.	(b)	13.	(d)	23.	(a)	33.	(c)	43.	(d)
4.	(d)	14.	(c)	24.	(d)	34.	(d)	44.	(c)
5.	(b)	15.	(d)	25.	(b)	35.	(a)	45.	(c)
6.	(a)	16.	(b)	26.	(c)	36.	(c)	46.	(a)
7.	(a)	17.	(d)	27.	(c)	37.	(b)	47.	(c)
8.	(c)	18.	(a)	28.	(b)	38.	(d)	48.	(b)
9.	(d)	19.	(a)	29.	(b)	39.	(a)	49.	(a)
10.	(c)	20.	(c)	30.	(c)	40.	(b)	50.	(b)

Chapter 2

Individual Process & Behaviour

1. The belief that “discrimination is wrong” is a value statement. Such an opinion is the _____ component of an attitude.
(a) Cognitive (b) Affective
(c) Reactive (d) Behaviour
2. If attitudes and behaviour are inconsistent, individuals will most likely _____.
(a) Change their behaviour
(b) Change their attitudes
(c) Change either their attitudes or behaviour
(d) do nothing
3. Job _____ measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth.
(a) commitment (b) satisfaction
(c) involvement (d) organization
4. _____ commitment refers to an employee's obligation to remain with an organization for moral or ethical reasons.
(a) Affective (b) Continuance
(c) Theoretical (d) Normative
5. Steve is unhappy with his job. He takes every possible vacation and sick day and sometimes shows up for work late. He is expressing his dissatisfaction with a _____ response.
(a) exit (b) voice
(c) loyalty (d) Neglect
6. An example of _____ is when an employee receives a one-week suspension from work and is fined \$200 for stealing company property.
(a) penalization (b) punishment
(c) extinctiond. (d) negative reinforcement
7. The application of reinforcement concepts to individuals in the work setting is referred to as _____.
(a) classical conditioning (b) self-management
(c) reengineering (d) Behaviour modification
8. _____ Studies behaviour as it relates to concerns such as absenteeism, turnover, productivity, and performance.
(a) Psychology (b) Kinetics
(c) Organizational behaviour (d) Ergonomic
9. People who exhibit _____ know their own emotions and are good at reading others' emotions may be more effective in their jobs
(a) emotional labour (b) emotional dissonance
(c) emotional intelligence (d) cognitive dissonance

10. What do we call it when we judge someone on the basis of our perception about group. Where it belongs?
 - (a) Stereotyping
 - (b) Categorizing
 - (c) Halo effect
 - (d) Prototyping
11. Sobha is an honest and straightforward person. She believes her employees are all similarly honest and straightforward, ignoring signs that they may be manipulating her. What perceptual shortcut is Sobha most likely using?
 - (a) Contrast effect
 - (b) Halo effect
 - (c) Stereotyping
 - (d) similarity
12. Sathish has a low absenteeism rate. He takes responsibility for his health and has good health habits. He is likely to have a(an):
 - (a) Internal locus of control
 - (b) External locus of control
 - (c) Core locus of control
 - (d) High emotional stability level
13. Raju believes that men perform better in oral presentations than women. What shortcut has been used in this case?
 - (a) The halo effect
 - (b) The contrast effect
 - (c) Projection
 - (d) Stereotyping
14. John Holland argues that job satisfaction is highest and turnover lowest where _____.
 - (a) personality and occupation are in agreement
 - (b) an individual is highly motivated
 - (c) salary is high
 - (d) employees have an education
15. Mr. Sunil's one-day salary was deducted because of his uninformed leave, as he was already warned about this behaviour. It is an example of which method of shaping Behaviours?
 - (a) Reinforcement
 - (b) Positive Reinforcement
 - (c) Punishment
 - (d) Negative Reinforcement
16. Which of the following is not a trait dimension in Big 5 personality trait?
 - (a) Extroversion
 - (b) Agreeableness
 - (c) Ego
 - (d) Neuroticism
17. Which dimension of Big 5 personality traits represents artistically sensitive, refined etc.
 - (a) Culture
 - (b) Emotional stability
 - (c) Conscientiousness
 - (d) Extroversion
18. The cognitive process through which an individual selects, organizes but misinterprets environmental stimuli is known as _____.
 - (a) Perception
 - (b) Projection
 - (c) Selective Perception
 - (d) Mis-Perception
19. Which of the following is one of the relationships proposed in expectancy theory?
 - (a) Reward-satisfaction relationship
 - (b) Satisfaction-performance relationship
 - (c) Rewards-personal goals relationship
 - (d) Effort-satisfaction relationship

20. In Maslow's hierarchy needs which of the following pair of needs is ranked as "lower order needs"?
- (a) Physiological and safety needs (b) Physiological and social need
(c) Self-actualization and safety needs (d) Social and esteem needs
21. Maslow grouped the five needs into two categories
- (a) Higher-order needs and Lower-order needs.
(b) Supreme needs and local needs
(c) Self needs and others needs
(d) Luxurious needs and comfort needs
22. If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behavior shows _____.
- (a) Consensus (b) Similarity
(c) Reliability (d) Consistency
23. Which of the following were considered higher-order needs by Maslow?
- (a) physiological, safety, and social needs
(b) safety, social, and esteem needs
(c) esteem and self-actualization needs
(d) social, esteem, and self-actualization needs
24. Two-factor theory suggests that extrinsic factors such as _____ cause dissatisfaction.
- (a) advancement (b) working conditions
(c) achievement (d) recognition
25. Your boss never gives you the benefit of the doubt. When you were late back from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were out and you had to walk up 10 flights of stairs. Your boss is guilty of _____.
- (a) Self-serving bias (b) Selective perception
(c) Fundamental attribution error (d) Inconsistency
26. Mr. Sajeev rated Mr. Rajiv high in his job evaluation because both belong to same area and graduated from the same University. It is an example of:
- (a) Central Tendency (b) Halo effect
(c) Similar-to-me effect (d) Misperception
27. What sort of actions is most likely to be attributed to external causes?
- (a) Actions that have high distinctiveness, high consensus and high consistency
(b) Actions that have high distinctiveness, low consensus and low consistency
(c) Actions that have high distinctiveness, low consensus and low consistency
(d) Actions that have low distinctiveness, low consistency and high consensus
28. What does consensus refer to in attribution theory?
- (a) There is general agreement about a perception.
(b) Different people respond the same way in the same situation.
(c) There is general agreement about how people desire to respond to the same situation.
(d) Different people perceive a situation similarly

29. If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behavior shows.
- (a) consensus
 - (b) similarity
 - (c) reliability
 - (d) consistency
30. If a person responds the same way over time, attribution theory states that the behaviour shows.
- (a) Distinctiveness
 - (b) Consensus
 - (c) Consistency
 - (d) continuity
31. Mr. Balu is late for work each day by about ten minutes. How would attribution theory describe this behaviour?
- (a) It shows consensus.
 - (b) It shows similarity.
 - (c) It shows reliability.
 - (d) It shows consistency
32. Experiments performed by Ivan Pavlov led to what theory?
- (a) classical conditioning
 - (b) operant conditioning
 - (c) social learning
 - (d) behaviour shaping
33. What role did the meat play in Pavlov's experiment with dogs?
- (a) an unconditioned response
 - (b) a conditioned stimulus
 - (c) a conditioned response
 - (d) an unconditioned stimulus
34. In Pavlov's experiment, the bell was a/an.
- (a) unconditioned stimulus
 - (b) Unconditioned response
 - (c) conditioned stimulus
 - (d) conditioned response
35. Which of the following is not true of classical conditioning?
- (a) Classical conditioning is passive.
 - (b) Classical conditioning can explain simple reflexive behaviors.
 - (c) Learning a conditioned response involves building an association between a conditioned stimulus and an unconditioned stimulus.
 - (d) A neutral stimulus takes on the properties of a conditioned stimulus
36. Operant conditioning argues that .
- (a) behaviour is reflexive
 - (b) Behaviour is unlearned
 - (c) behaviour is a function of its consequences
 - (d) the tendency to repeat a behaviour is very strong
37. Which of the following researchers thought that reinforcement was the central factor involved in Behavioural change?
- (a) Pavlov
 - (b) Fayol
 - (c) Skinner
 - (d) Deming
38. According to operant conditioning, when behaviour is not reinforced, what happens to the probability of that behavior occurring again?
- (a) It increases.
 - (b) It declines.
 - (c) It remains unchanged.
 - (d) It becomes zero

39. Suspending an employee for dishonest behaviour is an example of which method of shaping behaviour ?
- (a) Extinction (b) negative reinforcement
(c) Punishment (d) reaction
40. What is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?
- (a) Interpretation (b) environmental analysis
(c) Outlook (d) perception
41. In attribution theory, what is distinctiveness?
- (a) whether an individual displays consistent behaviours in different situations
(b) whether an individual displays different behaviours in different situations
(c) whether an individual displays consistent behaviours in similar situations
(d) whether an individual displays different behaviours in similar situations
42. _____ is the dynamic organization within the individual that determine his unique adjustment to the environment.
- (a) Perception (b) Attitude
(c) Behavior (d) personality
43. Most of the learning that takes place in the Class room is
- (a) Classical conditioning (b) Operant conditioning
(c) Cognitive learning (d) Social learning
44. _____ is the process of screening out information that we are uncomfortable with or that contradict to our beliefs
- (a) Perceptual context (b) Selective perception
(c) Halo effect (d) Stereotyping
45. "I don't like that company" is _____ components of attitude.
- (a) Affective component (b) Cognitive component
(c) Intentional component (d) None of these
46. "They are the worst firm I have ever dealt with" is _____ components of attitude.
- (a) Affective component (b) Cognitive component
(c) Intentional component (d) None of these
47. Under Herzberg's theory, factors causing dissatisfaction is called
- (a) Demotivates (b) Negative stimuli
(c) Hygiene factors (d) Defectors
48. Hygiene factors are
- (a) Satisfiers (b) Maintenance factors
(c) Defectors (d) All of these
49. Porter Lawler Model is an extension of
- (a) Maslow's theory (b) Mc Clelland's theory
(c) Stacy Adams theory (d) Vroom's theory

50. Expectancy theory of motivation given by-

- (a) Herzberg (b) Victor vroom
(c) Abraham Maslow (d) Porter

Anewer Key for Chapter 2

1.	(a)	11.	(d)	21.	(a)	31.	(d)	41.	(b)
2.	(d)	12.	(a)	22.	(a)	32.	(a)	42.	(d)
3.	(c)	13.	(d)	23.	(d)	33.	(d)	43.	(c)
4.	(d)	14.	(a)	24.	(b)	34.	(c)	44.	(b)
5.	(d)	15.	(c)	25.	(c)	35.	(d)	45.	(a)
6.	(a)	16.	(c)	26.	(c)	36.	(c)	46.	(a)
7.	(d)	17.	(a)	27.	(a)	37.	(c)	47.	(c)
8.	(c)	18.	(d)	28.	(b)	38.	(b)	48.	(b)
9.	(c)	19.	(c)	29.	(a)	39.	(c)	49.	(d)
10.	(a)	20.	(a)	30.	(c)	40.	(d)	50.	(b)

Chapter 3

Interpersonal Process & Behaviour, Team & Leadership Development

1. Minimum _____ peoples are required to make a group.
(a) 1 (b) 2
(c) 3 (d) 4
2. Group cohesiveness means
(a) No. of people in the group (b) The extent to which group is committed
(c) Groups heterogeneity (d) Groups homogeneity
3. Command groups means
(a) consists of superiors & immediate subordinates
(b) defined by organizational structure
(c) represents the cluster of individuals who hold the power
(d) Primary groups
4. Formal groups
(a) Generally created in organizations & designed for achieving specific organizational goals.
(b) Permanent group
(c) Primary group
(d) Defined by organizational structure
5. first stage in five stage group development model is
(a) forming (b) Norming
(c) storming (d) performing
6. forming means
(a) group conflict (b) learn about each other
(c) setting common norms (d) disband
7. Storming means
(a) group conflict (b) learn about each other
(c) setting common norms (d) disband
8. Norming means
(a) group conflict (b) learn about each other
(c) setting common norms (d) disband
9. Performing means
(a) group conflict (b) learn about each other
(c) setting common norms (d) implement the solution
10. In team, accountability is on
(a) Individual (b) individual & team
(c) management (d) None

11. Intragroup conflicts means
 - (a) conflict within group
 - (b) conflicts between different groups
 - (c) conflicts between individuals
 - (d) None
12. Intrapersonal conflicts means
 - (a) conflict within group
 - (b) conflicts between different groups
 - (c) conflicts within individual
 - (d) None
13. Autocratic leadership means
 - (a) leader takes all decisions
 - (b) leader discuss with subordinates
 - (c) leader lacks in direct supervision
 - (d) employees are free to take decision
14. Laissez-faire leadership means
 - (a) leader takes all decisions
 - (b) leader discuss with subordinates
 - (c) leader lacks in direct supervision
 - (d) employees are free to take decision
15. Participative leadership means
 - (a) leader takes all decisions
 - (b) leader discuss with subordinates
 - (c) leader lacks in direct supervision
 - (d) employees are free to take decision
16. Transactional leadership means
 - (a) leader takes all decisions
 - (b) leader discuss with subordinates
 - (c) leader lacks in direct supervision
 - (d) employees are free to take decision
17. The strategy to solve conflict is to increase the _____ & decrease hidden self.
 - (a) open self
 - (b) hidden
 - (c) blind
 - (d) unknown
18. The person knows about self & knows about other is _____.
 - (a) open self
 - (b) hidden
 - (c) blind
 - (d) unknown
19. The person does not knows about other is _____, but knows about himself is
 - (a) open self
 - (b) hidden
 - (c) blind
 - (d) unknown
20. The person does not know about him/her is _____, but others know it
 - (a) open self
 - (b) hidden
 - (c) blind
 - (d) unknown
21. The person does not know himself & others is _____.
 - (a) open self
 - (b) hidden
 - (c) blind
 - (d) unknown
22. According to _____ approach, leader possessed some unique qualities & traits.
 - (a) trait
 - (b) contingency
 - (c) grid theory
 - (d) contemporary
23. In fiedler's contingency model, two factors are
 - (a) Morality & flexibility
 - (b) situations & politics

- (c) Least preferred co-worker & situation at favourableness
(d) traits & moral responsibility
24. LPC means.
(a) Last productive co-worker (b) least preferred co-worker
(c) least production co-worker (d) last production count
25. In managerial grid, no concern for task accomplishment & no concern for people represents
(a) autocratic (b) country club
(c) impoverished (d) team
26. In managerial grid, strong concern for task accomplishment & no concern for people represents
(a) autocratic (b) country club
(c) impoverished (d) team
27. In managerial grid, no concern for task accomplishment & strong concern for people represents.
(a) autocratic (b) country club
(c) impoverished (d) team
28. in managerial grid, strong concern for task accomplishment & strong concern for people represents.
(a) autocratic (b) country club
(c) impoverished (d) team
29. Behavioural leadership have three styles namely autocratic, _____, laissez faire.
(a) trait (b) democratic
(c) contingency (d) grid
30. Charismatic, transformation _____ leadership models are main contemporary models of leadership
(a) transactional (b) autocratic
(c) democratic (d) managerial grid
31. _____, transformation & transactional leadership models are main contemporary models of leadership
(a) Charismatic (b) autocratic
(c) democratic (d) managerial grid
32. Charismatic, _____ & transactional leadership models are main contemporary models of leadership
(a) transformation (b) autocratic
(c) democratic (d) managerial grid
33. Situational leadership model is another _____ leadership approach.
(a) Traditional (b) modern
(c) contemporary (d) transactional

34. Work group means
(a) people come together (b) communicate with each other
(c) have faith on each other (d) interact, interdependent to achieve particular objective
35. Teams definitely are forms of work groups & all work groups are teams
(a) True (b) false
36. Group dynamics like _____, size, homogeneity, frequency of interaction
(a) communication (b) maturity
(c) leadership (d) transparency
37. Managerial grid consist of two axis respectively
(a) concern for people & concern for task
(b) concern for group & people
(c) concern for communication & leadership
(d) concern for people & team
38. The type of leaders who guide or motivate their followers in the direction of established goals by clarifying roles & task requirements are _____.
(a) process oriented leaders (b) employee oriented leaders
(c) Charismatic leaders (d) transactional leaders
39. Which of the following is not a characteristic of a transformational leader?
(a) provide vision & sense of mission
(b) treats all employees collectively as one
(c) encourages innovative approaches to old problems
(d) communicates high expectations
40. Who proposed managerial grid theory?
(a) Blake & Mouton (b) Fiedler
(c) Vroom (d) Taylor
41. According to managerial grid, the “country club style of leadership is generally described as
(a) comfortable & friendly organization atmosphere & work place
(b) Balancing output & moral of employees
(c) Minimum effort exerted to sustain organizational membership
(d) common stake centered on trust & respect
42. Contingency theory of leadership was developed by
(a) Blake & Mouton (b) Fiedler
(c) Vroom (d) Taylor
43. In managerial Grid theory of leadership the emphasis is on
(a) ideal leadership style has high concern for production & for people
(b) ideal leadership style has high concern for production & least concern for people
(c) ideal leadership style has least concern for production & high concern for people
(d) ideal leadership style has least concern for production & least concern for people

44. Contingency theory emphasis on
 (a) leader's effectiveness depends on situation.
 (b) leader's effectiveness depends on organization.
 (c) leader's effectiveness depends on management.
 (d) leader's effectiveness depends on management practices.
45. Adjourning or disband the group means
 (a) group conflict (b) learn about each other
 (c) setting common norms (d) leaving the group
46. Group size is positively related with performance. Higher the group size, increased is the productivity.
 (a) true (b) False
47. The trait theories of leadership focus on the
 (a) Group characteristics (b) individual characteristics
 (c) management perspective (d) none of the above
48. The leader is one who
 (a) initiate the thing (b) motivate the people
 (c) influence the people (d) all the above
49. _____ represents a typical approach a person uses to lead people.
 (a) Leadership style (b) management style
 (c) communication style (d) informal leadership
50. _____ arises when a person without a formal authority is influential directing the behavior of others.
 (a) formal leadership (b) Informal leadership
 (c) autocratic leadership (d) democratic leadership

Answer Key for Chapter 3

1.	(b)	11.	(a)	21.	(d)	31.	(a)	41.	(a)
2.	(d)	12.	(c)	22.	(a)	32.	(a)	42.	(b)
3.	(a)	13.	(a)	23.	(c)	33.	(a)	43.	(a)
4.	(a)	14.	(c)	24.	(b)	34.	(d)	44.	(a)
5.	(a)	15.	(b)	25.	(c)	35.	(b)	45.	(d)
6.	(b)	16.	(b)	26.	(a)	36.	(a)	46.	(b)
7.	(a)	17.	(a)	27.	(b)	37.	(a)	47.	(b)
8.	(c)	18.	(a)	28.	(d)	38.	(d)	48.	(d)
9.	(d)	19.	(b)	29.	(b)	39.	(b)	49.	(a)
10.	(b)	20.	(c)	30.	(a)	40.	(a)	50.	(b)

Chapter 4 Organizational System

1. The _____ of an organization decides the way employees behave among themselves as well as with the people outside the organization
 - (a) Rule
 - (b) discipline
 - (c) Culture
 - (d) Attitude
2. The style & content of communication have strong impact on company's _____.
 - (a) culture
 - (b) Hierarchy
 - (c) Product
 - (d) Service
3. _____ culture believes in stability, order & following policies, system & practices
 - (a) Market
 - (b) Clan
 - (c) Hierarchy
 - (d) weak
4. _____ culture focuses on external market competitiveness & productivity
 - (a) Market
 - (b) Clan
 - (c) Hierarchy
 - (d) Weak
5. _____ culture is characterized by paying serious attention to meet business objective & employee wellbeing
 - (a) Market
 - (b) Clan
 - (c) Hierarchy
 - (d) Weak
6. _____ culture is based on dominance of one or small number of individuals within organization.
 - (a) Market
 - (b) Clan
 - (c) Hierarchy
 - (d) Power
7. _____ culture is one in which individuals have clear roles to perform which are specified
 - (a) Role
 - (b) Clan
 - (c) Hierarchy
 - (d) Power
8. In _____ culture, teams are empowered to take decisions
 - (a) Task
 - (b) Clan
 - (c) Hierarchy
 - (d) Power
9. _____ culture is having predefined rules & regulations as per existing qualification
 - (a) Pragmatic
 - (b) normative
 - (c) Role
 - (d) Task
10. In _____ culture more emphasis is placed on the clients & external parties
 - (a) Pragmatic
 - (b) normative
 - (c) Role
 - (d) Task

11. In _____ culture, roles & responsibilities are delegated according to background, educational qualification & work experience.
(a) Pragmatic (b) normative
(c) Academy (d) Task
12. Advertisement agencies, event management companies follows _____ team culture
(a) Pragmatic (b) normative
(c) Academy (d) baseball
13. In _____ culture, high potential employees are promoted & appraisal are regular feature of such culture.
(a) Pragmatic (b) normative
(c) Club (d) baseball
14. _____ decides the way employees interact at their workplace.
(a) rules (b) Culture
(c) discipline (d) policy
15. The _____ represents policies, guidelines & direct employees.
(a) rules (b) culture
(c) discipline (d) policy
16. A _____ culture may be especially beneficial to firms operating in service sector.
(a) strong (b) weak
(c) clan (d) Market
17. _____ is an adaptive response to an external situation that results in physical, psychological & behavioural deviation.
(a) change (b) Stress
(c) attitude (d) group dynamics
18. _____ is a state of mind resulting from prolonged exposure to intense emotional stress.
(a) Stress (b) emotional index
(c) burnout (d) negative attitude
19. _____ is one of the individual strategy to cope up with stress.
(a) Meditation (b) mentoring
(c) Employee assistance programme (d) feedback
20. _____ is one of the individual strategy to cope up with stress.
(a) Muscle relaxation (b) mentoring
(c) Employee assistance programme (d) feedback
21. _____ is one of the individual strategy to cope up with stress.
(a) Time management (b) mentoring
(c) Employee assistance programme (d) feedback
22. _____ is one of the organizational strategy to cope up with stress.
(a) meditation (b) muscle relaxation
(c) Employee assistance programme (d) biofeedback

23. _____ is one of the individual level stressor.
(a) Personality (b) culture
(c) management style (d) group conflict
24. _____ is one of the individual level stressor.
(a) Role overload (b) culture
(c) management style (d) group conflict
25. _____ is one of the individual level stressor.
(a) Role conflict (b) culture
(c) management style (d) group conflict
26. _____ is one of the individual level stressor.
(a) Role ambiguity (b) ulture
(c) management style (d) group conflict
27. _____ is one of the individual level stressor.
(a) Task characteristics (b) culture
(c) management style (d) group conflict
28. _____ is one of the group level stressor.
(a) Personality (b) Managerial behaviour
(c) role overload (d) role conflict
29. _____ is one of the group level stressor.
(a) Personality (b) Lack of cohesiveness
(c) role overload (d) role conflict
30. _____ is one of the group level stressor.
(a) Personality (b) Intragroup conflict
(c) role overload (d) role conflict
31. _____ is one of the group level stressor.
(a) Personality (b) Status incongruence
(c) role overload (d) role conflict
32. _____ is one of the group level stressor.
(a) Personality (b) Sexual harassment
(c) role overload (d) role conflict
33. _____ is one of the group level stressor.
(a) Personality (b) Workplace violence
(c) role overload (d) role conflict
34. _____ is one of the organizational level stressor.
(a) Organizational culture (b) intragroup conflict
(c) role overload (d) role conflict
35. _____ is one of the organizational level stressor.
(a) Organizational life cycle (b) intragroup conflict
(c) role overload (d) role conflict

36. _____ is one of the organizational level stressor.
- (a) Management styles (b) intragroup conflict
(c) role overload (d) role conflict
37. Norms, values & beliefs that pertain to doing business is _____.
- (a) weak culture (b) traditions
(c) organic culture (d) business culture
38. Emphasis on task accomplishment, teamwork & free flow of communication where formal procedures are frowned upon
- (a) weak culture (b) traditions
(c) organic culture (d) business culture
39. There is politicized internal environment. Each manager allowed to operate autonomous fiefdoms.
- (a) weak culture (b) traditions
(c) organic culture (d) business culture
40. Organizational practices which are repeated routinely became _____.
- (a) weak culture (b) rituals
(c) organic culture (d) business culture
41. Organizational _____ refers to a system of shared norms, beliefs, values, and assumptions which bind people together, thereby creating shared meanings
- (a) system (b) policy
(c) design (d) culture
42. Today, the role of organizational culture in influencing employee behaviour seems to _____.
- (a) have no effect (b) increasingly important
(c) be disappearing (d) have minimum value
43. The taken for granted notions of how something should be in an organization are called _____.
- (a) culture (b) Values
(c) Beliefs (d) assumptions
44. When an organization's values are intensely held & widely shared, it is said to have a _____.
- (a) strong culture (b) dominant culture
(c) core culture (d) shared culture
45. A strong organizational culture increases behavioural consistency & so can act as a substitute for _____.
- (a) followership (b) socialization
(c) leadership (d) formalization
46. The aspects of an organizational culture that you see, here & feel are called _____.
- (a) beliefs (b) assumptions
(c) symbols (d) values

47. The ultimate source of an organization's culture is _____.
 (a) the country in which it operates (b) top management
 (c) its founders (d) Business process
48. The stable long-lasting beliefs about what is important in an organization are called _____.
 (a) culture (b) Values
 (c) beliefs (d) assumptions
49. A common perception held by the organizations members: a system of shared meaning is referred to as _____.
 (a) a belief system (b) a ritual
 (c) organizational culture (d) formalization
50. The key characteristics of organizational culture that addresses the degree to which management decisions take into consideration the effect of outcomes on people within organization is termed _____.
 (a) people orientation (b) team orientation
 (c) outcome orientation (d) risk taking

Anewer Key for Chapter 4

1.	(c)	11.	(c)	21.	(a)	31.	(b)	41.	(d)
2.	(a)	12.	(d)	22.	(c)	32.	(b)	42.	(b)
3.	(c)	13.	(c)	23.	(a)	33.	(b)	43.	(c)
4.	(a)	14.	(b)	24.	(a)	34.	(a)	44.	(a)
5.	(b)	15.	(b)	25.	(a)	35.	(a)	45.	(d)
6.	(d)	16.	(a)	26.	(a)	36.	(a)	46.	(c)
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8.	(a)	18.	(c)	28.	(b)	38.	(c)	48.	(b)
9.	(b)	19.	(a)	29.	(b)	39.	(a)	49.	(c)
10.	(a)	20.	(a)	30.	(b)	40.	(b)	50.	(a)

Chapter 5 Managing Change

1. Organizational _____ is the process by which organization move from their present state to some desired future state to increase effectiveness.
 - (a) Structure
 - (b) change
 - (c) culture
 - (d) system
2. Being a manager, with no environmental uncertainty or threat of competitors' new products, would be relatively simple without _____.
 - (a) government regulations
 - (b) diversity
 - (c) cultural differences
 - (d) organizational change
3. Which of the following is not an internal force of change?
 - (a) Technology
 - (b) strategy
 - (c) workforce
 - (d) employee attitudes
4. Which of the following is not an external force of change?
 - (a) Marketplace
 - (b) government laws and regulations
 - (c) economic changes
 - (d) workforce
5. According to Kurt Lewin, which of the following is not a stage in the change process?
 - (a) Unfreezing
 - (b) changing
 - (c) refreezing
 - (d) restraining
6. According to Kurt Lewin, increasing the driving forces, which direct behaviour away from the status quo, is a means of doing which of the following?
 - (a) Unfreezing
 - (b) changing
 - (c) restraining forces
 - (d) refreezing
7. The unfreezing step of the change process can be thought of as _____.
 - (a) thawing the organization loose from the current status to the new status
 - (b) making the move to the new organizational condition
 - (c) loosening the organization from the old condition and moving it to the new condition
 - (d) preparing for the needed change
8. According to Lewin, which of the following is the objective of refreezing?
 - (a) directs behaviour away from the status quo
 - (b) hinders movement away from existing equilibrium
 - (c) eliminates the need for future change
 - (d) stabilizes the new situation
9. As change agents, managers should be motivated to initiate change because they are committed to _____.
 - (a) promoting the welfare of their employees
 - (b) managing and want to do the best they can for everyone
 - (c) improving their organization's performance
 - (d) meeting the competition head-on in the market

10. Which of the reasons for resistance to change expressed by an employee may be beneficial to the organization?
 - (a) Uncertainty
 - (b) freezing
 - (c) change is incompatible with the interests of the organization
 - (d) refreezing
11. All of the following are mentioned as actions that managers can use to deal with resistance to change except _____.
 - (a) education and communication
 - (b) diversification
 - (c) participation
 - (d) facilitation and support
12. Which of the following represents the relationship between organizational culture and change?
 - (a) Culture and change are naturally compatible.
 - (b) Culture tends to be very resistant to change.
 - (c) Culture can change in months but not weeks.
 - (d) Culture can never be purposely changed.
13. Which of the following is not a favorable situational condition that may facilitate change in an organizational culture?
 - (a) dramatic crisis occurs
 - (b) the culture is weak
 - (c) stock prices remain constant
 - (d) the organization is young and small
14. Cultural change is most likely to take place when _____.
 - (a) the organization is old
 - (b) the organization is large
 - (c) the culture is strong
 - (d) there is a leadership change
15. Stress symptoms can be grouped under any of the following three general categories except _____.
 - (a) Physiological
 - (b) cultural
 - (c) psychological
 - (d) behavioural
16. Which of the following is an example of a psychological symptom of stress?
 - (a) changes in metabolism
 - (b) increased heart and breathing rate
 - (c) irritability
 - (d) changes in productivity
17. Changes in eating habits are a _____ symptom of stress.
 - (a) Physical
 - (b) Psychological
 - (c) behavioural
 - (d) inertial
18. Stress from an employee's personal life _____.
 - (a) is difficult for the manager to control directly
 - (b) should never concern the manager
 - (c) indicates that the employee needs counseling
 - (d) always affects work behavior, so the manager should always intervene

19. The technology change in the manufacturing process of ABC company's products to make the process more efficient is the result of a competitor lowering its price. Therefore, it was a(n) _____.
- (a) external force of change (b) internal force of change
(c) marketplace force of change (d) economic force of change
20. Mr. Snyder has had to change the strategic focus of the company three times. The change in strategic focus of the New Ideas, Inc., is a(n) _____.
- (a) external force of change (b) internal force of change
(c) marketplace force of change (d) economic force of change
21. When the employees express their concern about their bonus checks, which of the following types of forces of change is constraining Mr. Snyder?
- (a) external force of change (b) labor market force of change
(c) internal force of change (d) social force of change
22. Kurt Lewin consists of _____ stages
- (a) 1 (b) 2
(c) 3 (d) 4
23. First stage in Kurt Lewin's three stage model is _____.
- (a) Unfreezing (b) movement
(c) refreezing (d) None
24. When an organization prepared for change, which is about to occur & involves investigation of resisting forces called as
- (a) Unfreezing (b) movement
(c) refreezing (d) None
25. _____ refers to the stage, where the change becomes an integral part of system.
- (a) Unfreezing (b) movement
(c) refreezing (d) None
26. For a change to become routine & accepted into day to day practices of an organization, organization must go through _____ stage of organization system.
- (a) Unfreezing (b) movement
(c) refreezing (d) None
27. Following are the reasons for individual resistance except.
- (a) habits (b) security
(c) psychological factors (d) occupations
28. Labour markets are _____ force for change.
- (a) external force of change (b) internal force of change
(c) marketplace force of change (d) economic force of change
29. Managing change is an integral part of _____.
- (a) top management's job (b) middle-level management's job
(c) the first-line manager's job (d) every manager's job

30. Which of the following is not an external force of change?
- (a) marketplace
 - (b) government laws and regulations
 - (c) Economic changes
 - (d) workforce
32. Internal forces that stimulate the need for change tend to originate primarily from the impact of external forces or from _____.
- (a) the forces of competition
 - (b) change in technology
 - (c) customer demand for the products the company produces
 - (d) the internal operations of the organization
32. Increasing the numbers of employed women and minorities forces managers to pay attention to what change factor?
- (a) Strategy
 - (b) workforce
 - (c) equipment
 - (d) technology
33. Kurt Lewin's three step model for successful change in organizations includes _____.
- (a) unfreezing, changing & refreezing
 - (b) unfreezing, moving & refreezing
 - (c) unfreezing, moving & refreezing
 - (d) changing, moving & refreezing
34. According to Kurt Lewin, which of the following is not a stage in the change process?
- (a) Unfreezing
 - (b) changing
 - (c) refreezing
 - (d) restraining
35. According to Kurt Lewin, increasing the driving forces, which direct behavior away from the status quo, is a means of doing which of the following?
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 - (d) restraining
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36. According to Lewin, which of the following is the objective of refreezing?
- (a) directs behavior away from the status quo
 - (b) hinders movement away from existing equilibrium
 - (c) eliminates the need for future change
 - (d) stabilizes the new situation
37. When an organization initiates change as a direct response to change in the organisation's environment, it is _____.
- (a) Reactive change
 - (b) Incremental change
 - (c) group level
 - (d) Anticipatory

38. The individual is likely to resist the change because of all except _____.
(a) uncertainty
(b) belief that the change is not in organizational interest
(c) increased productivity
(d) personal loss
39. Why might individual resist organizational change?
(a) lack of interest (b) pessimism
(c) anxiety (d) all the above
40. In organization people who act as catalyst & assume the responsibility for managing change are called as
(a) change master (b) managers
(c) leader (d) change agent
41. Kotter's eight step plan for implementing change is based on
(a) lewin's three step model (b) refreezing model
(c) unfreezing model. (d) transformational model
42. Kotter's plan consist of _____ steps.
(a) 5 (b) 3
(c) 8 (d) 9
43. Following are economical causes for employee resistance to change except.
(a) reduction in employment (b) insecurity of job
(c) Doubt / fear about future (d) Technology
44. Following are personal causes for employee resistance except.
(a) Training requirement
(b) boredom & monotony
(c) non-involvement in decision- making
(d) social adjustment
45. Merging / collaboration is
(a) incremental change (b) developmental change
(c) unplanned change (d) organization wide change
46. Change can be intended to remedy current situation is called as
(a) Remedial change (b) developmental change
(c) unplanned change (d) organization wide change
47. Addition or removal of a product or service is called as
(a) Remedial change (b) developmental change
(c) subsystem change (d) organization wide change
48. Sudden surprise to the organization, which causes its members to respond in highly reactive & disorganized way is called as
(a) Remedial change (b) developmental change
(c) subsystem change (d) unplanned change

49. Forms of resistance to change are as follows:
- (a) Overt & immediate
 - (b) voicing complaints, engaging in job actions
 - (c) increased errors or mistakes, increased absenteeism
 - (d) All the above
50. Following are the tactics for dealing with resistance to change :
- (a) education & communication
 - (b) Participation
 - (c) facilitation & support
 - (d) all the above

Answer Key for Chapter 5

1.	(b)	11.	(b)	21.	(c)	31.	(d)	41.	(a)
2.	(d)	12.	(b)	22.	(c)	32.	(b)	42.	(c)
3.	(a)	13.	(c)	23.	(a)	33.	(d)	43.	(d)
4.	(d)	14.	(d)	24.	(a)	34.	(a)	44.	(d)
5.	(d)	15.	(b)	25.	(c)	35.	(d)	45.	(d)
6.	(a)	16.	(c)	26.	(c)	36.	(d)	46.	(a)
7.	(d)	17.	(c)	27.	(d)	37.	(a)	47.	(c)
8.	(d)	18.	(a)	28.	(a)	38.	(c)	48.	(d)
9.	(c)	19.	(a)	29.	(d)	39.	(d)	49.	(d)
10.	(c)	20.	(b)	30.	(d)	40.	(d)	50.	(d)

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