

Course No: MAN 3312  
Course Title: Organizational Behavior  
Date: 29/05/2014  
No. of Questions: (3)  
Time: Two Hours  
Using Calculator (No)

University of Palestine



Final Exam  
2<sup>nd</sup> Semester 2013/2014  
Total Grade: 60 Marks

Instructor Name: Dr. Mazen Rohmi  
Student No.: \_\_\_\_\_  
Student Name: \_\_\_\_\_  
College Name: \_\_\_\_\_  
Dep. / Specialist: \_\_\_\_\_  
Using Dictionary (No)

**I. Put (√) or (X) for each of the following statements: (10 Marks)**

1. Culture is transmitted to employees by stories, rituals, material symbols and language. ( )
2. Piece-rate plans, profit-sharing, bonuses and gainsharing are all forms of flexible benefits. ( )
3. A four-day week, with employees working 10 hours a day; or nine days of work over two weeks, is called flextime. ( )
4. An arrangement where employees do their work at home on a computer that is linked to their office is called teleconferencing. ( )
5. The stage of group development characterized by close relationships and cohesiveness is called norming. ( )
6. Social loafing is the tendency for individuals to expend less effort when working collectively than when working individually. ( )
7. Work specialization and division of labor are synonymous and are often used interchangeably. ( )
8. Cross-functional teams are made up of employees from different hierarchical levels and different work areas that come together to accomplish a task. ( )
9. The boundaryless organization breaks down barriers internally but does not break down barriers for customers. ( )
10. Two or more people with a common relationship are called a team. ( )

**II. Choose the right answer from a, b, c, d or e : (16 Marks)**

1. Which of the following problems is most likely to occur in a matrix structure?
  - a. Employees receiving conflicting directives
  - b. Decreased response to environmental change
  - c. Decreased coordination efforts
  - d. Decreased employee motivation
2. 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

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3. A common perception held by the organization's members; a system of shared meaning is referred to as \_\_\_\_\_.
  - a. the organizational chart
  - b. a ritual
  - c. a belief system
  - d. formalization
  - e. organizational culture
  
4. The statement "I strongly dislike my supervisor" is an example of \_\_\_\_\_ component of attitude.
  - a. behavioral
  - b. cognitive
  - c. affective
  - d. positive
  
5. What is span of control? \_\_\_\_\_.
  - a. Pushing decisions down to lower-level employees
  - b. Concentrating decision-making on one specific point in the organization
  - c. Centralization
  - d. Empowering lower-level employees
  - e. Number of subordinates a manager can effectively direct
  
6. Which of the following is characterized by wide spans of control, little formalization, a low degree of departmentalization, and authority centralized in a single person? \_\_\_\_\_.
  - a. Team structure
  - b. Simple structure
  - c. Bureaucracy
  - d. Matrix organization
  
7. Which organization is characterized by very formal rules, centralized authority, and narrow spans of control? \_\_\_\_\_.
  - a. Virtual
  - b. Boundaryless
  - c. Bureaucracy
  - d. Matrix
  - e. Simple
  
8. Organizational structure refers to the way that \_\_\_\_\_.
  - a. decisions are made and supported
  - b. job tasks are formally divided, grouped, and coordinated
  - c. strategic vision and mission statement
  - d. control of operations, marketing, and distributing
  - e. management and leadership structure and organization

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9. In an attempt to increase employee satisfaction, customer service employees at a large employer are being trained to perform other functions. In the future, employees will alternate between two or three job functions on a monthly basis. This is an example of job \_\_\_\_\_.
- enhancement
  - enlargement
  - rotation
  - enrichment
10. \_\_\_\_\_ refers to an individual's involvement with, satisfaction with, and enthusiasm for the work she does.
- Employee engagement
  - Normative commitment
  - Cognitive support
  - Job enrichment
11. In an organization that has high centralization \_\_\_\_\_.
- All top-level officials are located within the same geographic area
  - Decision discretion is widely dispersed throughout the organization
  - Problems can be quickly and efficiently solved
  - The corporate headquarters is located centrally to branch offices
  - Top managers make all the decisions-lower-level managers merely carry out directions
12. The degree to which jobs within an organization are standardized is referred to as:
- Formalization
  - Job variation
  - Centralization
  - Routineness
13. Employee discretion is inversely related to \_\_\_\_\_.
- Technology
  - Complexity
  - Centralization
  - Decentralization
14. The strength of the matrix structure is its \_\_\_\_\_.
- advantage of unity of command
  - increased formalization
  - ability to facilitate co-ordination
  - adherence to chain of command

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15. The dominant culture is \_\_\_\_\_.
- a. Synonymous with the organization's culture
  - b. The culture of the industry leader
  - c. The degree of sharedness
  - d. The sum of the subcultures
  - e. Management's perception about the organization
16. All the following are types of an organization that outsources its major business functions **except** \_\_\_\_\_.
- a. network
  - b. virtual
  - c. modular
  - d. innovative

**III. Answer the following questions: (34 Marks)**

1. Explain the five stages of group development. (10 Marks)

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2. List the most common types of team and identify the characteristics of effective teams. (8 Marks)

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3. Explain the six key elements managers need to address once they design an organizational structure. (12 Marks)

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4. Using an organization with which you are familiar, describe its organizational culture using the seven dimensions outlined in the chapter 16? (4 Marks)

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*End of Questions*  
*Good Luck*