

Course No: MAN 3312
Course Title: Organizational Behavior
Date: 28/05/2014
No. of Questions: (3)
Time: Two Hours
Using Calculator (No)

University of Palestine



Final Exam
2nd Semester 2014/2015
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. Organizational behavior examines how and why people act, think, and feel in corporate and other organized settings. ()
2. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. ()
3. A cognitive component is an intention to behave in a definite way toward someone or something. ()
4. Motivation is a psychological state that reflects an intention to behave in certain ways. ()
5. A successful way for organizations to deal with stereotypic attitudes is to implement a diversity program. ()
6. The concept of span of control deals with the form of structure, mechanistic or organic, an organization has chosen to utilize. ()
7. Employees, who are not currently happy with their work, are willing to make sacrifices for the organization if they are committed enough. ()
8. Self-insight is considered to be the cornerstone of the four building block skills necessary for successful managers to possess. ()
9. Absenteeism is much more costly to organizations than actual employee turnover. ()
10. The concepts of both job enlargement and job enrichment involve the implementation of new methods for how the work is accomplished. ()

II. Choose the right answer from a, b, c, or d : (20 Marks)

1. An employee's emotional attachment to and identification with the firm is _____.
 - a. continuance commitment
 - b. organizational citizenship behavior
 - c. normative commitment
 - d. affective commitment
2. Job _____ involves making fundamental changes in the way work actually gets done.
 - a. enlargement
 - b. rotation
 - c. restructuring
 - d. enrichment

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3. Which of the following is/are considered advantage(s) for organizations that have a successful diversity program in place?
 - a. Increased worker productivity
 - b. Decreased worker turnover
 - c. Ability to make better organizational decisions due to the involvement of a more diversified work force offering different perspectives
 - d. None of the above

4. Jena Murphy's consulting firm employs 65 professional individuals. She allows her employees to outline their own work schedules and only requires that each employee report to work on Monday and Friday from 9 a.m. until 3 p.m. Ms. Murphy is utilizing a(n) _____.
 - a. compressed employee work schedule
 - b. flexible employee work schedule
 - c. job enlargement approach
 - d. ineffective employee benefit system

5. Which terms best describes the extent to which a job allows employees to work on a complete product or service from the beginning to the end?
 - a. Task identity
 - b. Skill variety
 - c. Task feedback
 - d. Task significance

6. The statement "I strongly hate my boss" is an example of _____ component of attitude.
 - a. behavioral
 - b. cognitive
 - c. affective
 - d. positive

7. Which team is associated with high use of the various forms of today's information technology such as videoconferencing and e-mail?
 - a. Cross-functional team
 - b. Self-directed team
 - c. Virtual team
 - d. Quality team

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8. 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?
_____.
- Team structure
 - Simple structure
 - Bureaucracy
 - Matrix organization
9. Organizational structure refers to the way that _____.
- decisions are made and supported
 - job tasks are formally divided, grouped, and coordinated
 - strategic vision and mission statement
 - control of operations, marketing, and distributing
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. Which of the following is not a suggestion for building a high-performance team?
- Develop a clear set of rules
 - Encourage the team to rely on previous knowledge
 - Set specific and challenging goals
 - Acknowledge team contributions
12. When the First National Bank of Winslow incorporated changes to their operational methods, such as increasing the number of employees directly reporting to one manager, they were in essence modifying the _____ within their organization.
- relationship-oriented behavior
 - delegation
 - span of control
 - matrix structure
13. Which structural concept is basically referring to the number of rules, policies, and procedures that exist within the organization?
- Formalization
 - Bureaucracy
 - Functional
 - Vertical differentiation

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14. Decentralization of power, team structure, and flattening of the hierarchy are examples of which type of organizational change?
 - a. Strategic change
 - b. Structural change
 - c. People change
 - d. Technological change

 15. The main reason for studying organizational behaviour is to _____.
 - a. understand organizational events
 - b. influence organizational events
 - c. predict organizational events
 - d. all of the above


 16. Which of the following is a "secondary" category of diversity?
 - a. Income
 - b. Age
 - c. Ethnicity
 - d. Gender

 17. Organizational culture is the basic pattern of _____ governing how employees handle problems and opportunities.
 - a. shared assumptions, values, and beliefs
 - b. complimentary beliefs, targets, and attitudes
 - c. shared assumptions, goals, and attitudes
 - d. complimentary artifacts, assumptions, and perceptions

 18. Which of these is not a strategy for strengthening organizational culture?
 - a. Introduce rewards consistent with culture
 - b. Show actions of leaders
 - c. Select, then socialize employees
 - d. Enhance employee turnover

 19. Which of the following is a competency-based reward?
 - a. Gainsharing
 - b. Pay increase resulting from a promotion
 - c. Skill-based pay plan
 - d. Merit increase based on performance appraisal results

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20. In job design, autonomy is increased mainly through _____.
- a. Empowerment
 - b. Job rotation
 - c. Job specialization
 - d. Job feedback

III. Answer the following questions: (30 Marks)

1. Explain the term social loafing. (3 Marks)

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2. Do you think that, as a manager, you would use bonuses regularly? Why or why not? (5 Marks)

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3. Illustrate the five stages of group development. (5 Marks)

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4. Identify the difference between strong culture and weak culture of an organization. (5 Marks)

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5. What are the strengths and weaknesses of group (versus individual) decision making? (5 Marks)

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6. What are the four types of teams? What conditions or context factors determine whether teams are effective? (7 Marks)

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End of Questions