

Introduction to Organisational Behaviour
Unit 5
Multiple Choice Questions with Answer Key

1. Work attitudes can be reflected in an organisation through

- a. Job satisfaction
- b. Organisational commitment
- c. Both 'A' and 'B'
- d. None of the above

Answer: c

2. The model(s) of Organisational Behaviour is (are):

- a. Autocratic
- b. Custodial
- c. Supportive
- d. All of the above

Answer: d

3. At the norming stage, the team is involved in defining _____

- a. Goals
- b. Roles
- c. Relations
- d. None of the above

Answer: a

4. The philosophy that guides an organisation's policies towards its employees and customers is an important part of

- a. Management strategy
- b. Organisation behaviour
- c. Organisational culture
- d. Organisation development

Answer: c

5. Organisation structure primarily refers to

- a. how activities are coordinated & controlled
- b. how resources are allocated
- c. the location of departments and office space
- d. the policy statements developed by the firm

Answer: a

6. A major problem with a task force type of management is

- a. there is no logical basis for task force information
- b. its status is too inflexible
- c. accountability
- d. lack of planning

Answer: b

7. Communication begins with

- a. Encoding
- b. Idea Origination
- c. Decoding
- d. Channel Selection

Answer: b

8. Policies are sometimes defined as a(n)

- a. Shortcut For Thinking
- b. Action Plan
- c. Substitute For Strategy
- d. Substitute For Management Authority

Answer: d

9. _____ embodies a team concept, is based on the principle of mutual contribution by employer and employees

- a. Autocratic model
- b. Custodial model
- c. Supportive Model
- d. Collegial Model

Answer: d

10. Forces affecting organisational behaviour are

- a. People
- b. Environment
- c. Technology
- d. All of the above

Answer: d

11. In present context, challenges for OB are

- a. Employee expectation
- b. Workforce diversity
- c. Globalisation
- d. All of the above

Answer: d

12. “Leadership motivates the people to work and not the power of money”, this concept is related to

- a. Autocratic model
- b. Custodial model
- c. Supportive Model
- d. Collegial Model

Answer: b

13. Organisational behaviour is

- a. A science
- b. An art
- c. A science as well as an art
- d. None of the above

Answer: c

14. The study of organisation behaviour has certain basic assumptions. They are

- a. An industrial enterprise is an organisation of people
- b. These people must be motivated to work effectively
- c. The goals of the employee and the employer may not necessarily coincide
- d. All of the above

Answer: d

15. Which of the following frameworks is used in the development of the overall model of OB?

- a. The cognitive framework
- b. The behaviouristic framework
- c. The social learning framework
- d. All of the above

Answer: d

16. "Might is right" is the motto of

- a. Autocratic Model
- b. Custodial Model
- c. Supportive Mode
- d. Collegial Model

Answer: a

17. The _____ is based on the environment. Though _____ like thinking, expectations and perception do exist, and they are not needed to manage or predict behaviour.

- a. Behaviouristic approach, Cognitive processes
- b. cognitive processes, behaviouristic approach
- c. Social cognitive, behaviouristic approach
- d. Cognitive processes, social cognitive

Answer: a

18. Which of the following personality characteristics are associated with people who are likely to exhibit violent behaviour on the job?

- a. Neurotic
- b. Optimistic
- c. Extraverted
- d. Type A

Answer: a

19. Stress can affect not only your health but also other aspects of your life. What else can be affected by stress?

- a. Family relationships
- b. Work performance
- c. Your attention to safety
- d. All of the given options

Answer: d

20. Unsafe acts can be reduced through all of the following methods except:

- a. Job rotation
- b. Screening
- c. Training
- d. All of the above

Answer: a

21. A horizontal extension of the object to increase task variety is called:

- a. Job evaluation
- b. Job enrichment
- c. Job enlargement
- d. Job rotation

Answer: c

22. Total compensation constitutes of

- a. direct rewards
- b. indirect rewards
- c. both of the given options
- d. none of the given options

Answer: c

23. A system of retirement benefits that provides benefits like disability insurance, survivor's benefits, and Medicare is called.

- a. Encoding
- b. Unemployment Compensation
- c. Workers' Compensation
- d. Social Security benefit

Answer: d

24. _____ exists when individuals performing similar jobs for the same firm are paid according to factors unique to the employee

- a. Employee Equity
- b. Team Equity
- c. Internal Equity
- d. All of the given options

Answer: a

25. The evaluator uses a list of behavioural descriptions and checks of those behaviours that apply to the employee. This method of appraisal is called

- a. Forced-Choice Appraisal
- b. Forced Distribution Appraisal
- c. Checklist Appraisal
- d. Behaviourally Anchored Rating Scales

Answer: c

26. Employee evaluations are directly affected by a “supervisor’s perceptions of who is believed to be in control of the employee’s performance – the employer or the manager.” This theory is known as

- a. Attribution Theory
- b. Stereotype
- c. Halo Effect
- d. None of above options

Answer: a

27. We can define as activities people perform to acquire, enhance, and use power and other resources to obtain their preferred outcomes in a situation of uncertainty or disagreement.

- a. Organisational politics
- b. Executing authority
- c. Collective bargaining
- d. Position power

Answer: a

28. Protection from discrimination, safe working conditions and union formulation are rights, provided to employees is _____ .

- a. Contractual
- b. Individual
- c. Statutory
- d. Organisational

Answer: c

29. The trust is _____ based on the behavioural predictability that comes from a history of interaction

- a. Deterrence-based
- b. Knowledge-based
- c. Identification-based
- d. None of the given options

Answer: b

30. Any compensation method that ties pay to the quantity or quality of work the person produces is called

- a. Gain-sharing Plan
- b. Incentive Plan
- c. Compensation Plan
- d. Pay for Performance Plan

Answer: d

31. _____ is solely responsible for managing individual's career.

- a. Individual
- b. Team
- c. Organisation
- d. HR Manager

Answer: a

32. Upward appraisal is done by

- a. Immediate Supervisor
- b. Peers
- c. Subordinates
- d. All of the above

Answer: c

33. Following ways can be used to avoid the high turnover of employees except

- a. Use Recognition
- b. Use the money
- c. Use Positive Reinforcement
- d. All of the above

Answer: b

34. The _____ leadership style is an expression of the leader's trust in the abilities of his subordinates.

- a. Participative
- b. Delegative
- c. Authoritarian
- d. All of the above

Answer: d

35. The purpose of job enrichment is to

- a. expand the number of tasks an individual can do
- b. increase job efficiency
- c. increase job effectiveness
- d. All of the given options

Answer: b

36. Strategic planning as a broad concept consists of

- a. corporate strategy and business strategy
- b. strategy formulation and strategy implementation
- c. inputs and outputs
- d. environmental analysis and internal analysis

Answer: b

37. According to Herzberg, which of the following is a maintenance factor?

- a. Salary
- b. Work itself
- c. Responsibility
- d. Recognition

Answer: c

38. Functional managers are responsible

- a. for a single area of activity
- b. to the upper level of management and staff
- c. for complex organisational sub-units
- d. for obtaining copyrights and patents for newly developed processes and equipment

Answer: a

39. The problem-solving process begins with

- a. clarification of the situation
- b. establishment of alternatives
- c. identification of the difficulty
- d. isolation of the cause

Answer: c

40. Organisational behaviour is a field of study backed by a body of associated with growing concern for people at workplace

- a. Theory
- b. Research
- c. Application
- d. All of the above

Answer: d

41. The field of organisational behaviour examines such questions as the nature of leadership, effective team development, and

- a. Interpersonal conflict resolution; motivation of individuals
- b. Organisational control; conflict management
- c. Motivation of individuals; planning
- d. Planning; development

Answer: a

42. The field of organisational behaviour is primarily concerned with

- a. The behaviour of individual and groups
- b. How resources are effectively managed
- c. Control processes and interactions between organisations, external context
- d. Both a and c

Answer: d

43. Which of the following frameworks is based on the expectancy, demand and incentive concepts

- a. The cognitive framework
- b. The behaviouristic framework
- c. The social learning framework
- d. The supportive framework

Answer: a

44. Which of the following forms the basis for the autocratic model of OB

- a. Obedience
- b. Authority
- c. Power
- d. Dependence on boss

Answer: c

45. Which of the following is not correct for the organisational behaviour?

- a. Organisational behaviour is an integral part of management
- b. Organisational behaviour is a disciplinary approach
- c. Organisational behaviour helps in analysis of behaviour
- d. "Organisational behaviour is goal-oriented"

Answer: b

46. Which of these suggestions is an effective way to deal with stress?

- a. Meditation
- b. Exercise
- c. Talking with others
- d. All of the given options

Answer: d

47. Communication between two members of a project team from different function, but the same level of authority is communication.

- a. Upward
- b. Downward
- c. Lateral
- d. Diagonal

Answer: c

48. _____ are programs designed to help employees whose job performance is suffering because of physical, mental, or emotional problems.

- a. Employee Assistance Programs
- b. Wellness Programs
- c. Safety Programs
- d. Managed health

Answer: a

49. The 360-degree appraisal

- a. works best in large organisations
- b. provides feedback from a variety of individuals
- c. aids in developing competitive intelligence
- d. diminishes the effect of development in the appraisal process

Answer: b

50. Following are the phases of the Motivational Process except

- a. Need Identification
- b. Selecting Goals
- c. Extinction
- d. Consequences of performance Reward/punishments

Answer: c

List of Organizational Behaviour Multiple Choice Questions with Answers:

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- a. how activities are coordinated & controlled
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- a. expand the number of tasks an individual can do
- b. increase job efficiency
- c. increase job effectiveness
- d. increase job satisfaction of middle management

Q3. Strategic planning as a broad concept consists of

- a. corporate strategy and business strategy
- b. strategy formulation and strategy implementation
- c. inputs and outputs
- d. environmental analysis and internal analysis

Q4. According to Herzberg, which of the following is a maintenance factor?

- a. Salary
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Q5. A major problem with a task force type of management is

- a. there is no logical basis for task force information
- b. its status is too inflexible
- c. accountability
- d. lack of planning

Q6. Individuals such as Albert Einstein, Edwin Land and Steven Jobs lead through which type of power?

- a. Legitimate
- b. Reward
- c. Expert
- d. Charismatic

Q7. Communication begins with

- a. encoding
- b. idea origination
- c. decoding
- d. channel selection

Q8. Functional managers are responsible

- a. for a single area of activity
- b. to the upper level of management and staff
- c. for complex organizational sub-units
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Q7. Policies are sometimes defined as a(n)

- a. shortcut for thinking
- b. action plan
- c. substitute for strategy
- d. substitute for management authority

The problem-solving process begins with

- a. clarification of the situation
- b. establishment of alternatives
- c. identification of the difficulty
- d. isolation of the cause

Answer: c

A study of the culture and practises in different societies is called

- a) Personality
- b) Anthropology
- c) Perception
- d) Attitudes

Answer:b

_____ is known as “the father of scientific management.”

- a) Fredrick W. Taylor
- b) Henry Fayol
- c) Robert Owen
- d) None of these

Answer: a

_____ a young Welsh factory owner was one of the first to **emphasise the human needs of employees: He refused to employ young children**

- a) Andrew Ure
- b) J.N. Tata
- c) Robert Owen
- d) None of these

Answer: c

_____ **embodies a team concept, is based on the principle of mutual contribution by employer and employees**

- a) Autocratic model
- b) Custodial model
- c) Supportive Model
- d) Collegial Model

Answer: d

Contribution/s of human relations movement is/are

- a) Great Depression
- b) Labour Movement
- c) Hawthorne Studies
- d) All of these

Answer: d

Edward Tolman is related to

- a) Behaviourist Framework

- b) Cognitive approach
- c) Social Cognitive Framework
- d) None of these

Answer:b

Forces affecting organisational behaviour are

- a) People
- b) Environment
- c) Technology
- d) All of the above

Answer:d

Hawthorne Studies is related to which stage of the organisational behaviour evolution

- a) Industrial revolution
- b) Scientific management
- c) Organisational behaviour
- d) Human relations movement

Answer:d

In present context, challenges for OB are

- a) Employee expectation
- b) Workforce diversity
- c) Globalization
- d) All of the above

Answer:d

Meso organisation behaviour is related with

- a) Individual behaviour
- b) Group behaviour
- c) Organisational behaviour
- d) None of these

Answer: b

“Leadership motivates the people to work and not the power of money”, this concept is related to

- a) Autocratic model
- b) Custodial model
- c) Supportive Model
- d) Collegial Model

Answer: b

Organisational behaviour is a field of study backed by a body of associated with growing concern for people at workplace

- a) Theory
- b) Research
- c) Application
- d) All of the above

Answer:d

Organisational behaviour is

- a) A science

- b) An art
- c) A science as well as an art
- d) None of the above

Answer: c

The field of organisational behaviour examines such questions as the nature of leadership, effective team development, and

- a) Interpersonal conflict resolution; motivation of individuals
- b) Organisational control; conflict management
- c) Motivation of individuals; planning
- d) Planning; development

Answer: a

The term 'psychology' is derived from the word 'psyche', which means 'soul' or 'spirit'

- a) Latin
- b) French
- c) Greek
- d) None of these

Answer: c

The field of organisational behaviour is primarily concerned with

- a) The behaviour of individual and groups.
- b) How resources are effectively managed.
- c) Control processes and interactions between organisations, external context.
- d) Both a and c.

Answer:d

The study of organisation behaviour has certain basic assumptions. They are

- a) An industrial enterprise is an organisation of people.
- b) These people must be motivated to work effectively.
- c) The goals of the employee and the employer may not necessarily coincide.
- d) All of the above.

Answer:d

Which of the following represents correct sequencing of historical developments of Organisational Behaviour?

- a) Industrial revolution → Scientific management → Human relations movement → OB
- b) Industrial revolution → Human relations movement → Scientific management → OB
- c) Scientific management → Human relations movement → Industrial revolution → OB
- d) None of these.

Answer:a

Which of the following frameworks is used in the development of the overall model of OB?

- a) The cognitive framework
- b) The behaviouristic framework
- c) The social learning framework
- d) All of the above

Answer:d

Which of the following frameworks is based on the expectancy, demand and incentive concepts

- a) The cognitive framework
- b) The behaviouristic framework
- c) The social learning framework
- d) The supportive framework

Answer:a

Which of the following forms the basis for the autocratic model of OB

- a) Obedience
- b) Authority
- c) Power
- d) Dependence on boss

Answer: c

“Might is right” is the motto of

- a) Autocratic Model
- b) Custodial Model
- c) Supportive Mode
- d) Collegial Model

Answer:a

Which one of the following is the definition given by Fred Luthans

- a) “Organisational behaviour is to understand, predicting and controlling human behaviour at work”

b) “Organisational behaviour is subset of management activities concerned to human behaviour”

c) “Organisational behaviour is a branch of social sciences that seeks to build theories”

d) “Organisational behaviour is a field of study that investigates the impact on behaviour”

Answer: a

Which of the following is not correct for the organisational behaviour?

a) Organisational behaviour is an integral part of management

b) Organisational behaviour is a disciplinary approach

c) Organisational behaviour helps in analysis of behaviour

d) “Organisational behaviour is goal-oriented

Answer:b

The _____ is based on the environment.

Though _____ like thinking, expectations and perception do exist, and they are not needed to manage or predict behaviour.

a) Behaviouristic approach, Cognitive processes,

b) cognitive processes, behaviouristic approach

c) Social cognitive, behaviouristic approach

d) Cognitive processes, social cognitive

Answer: a

Chapter 1 Multiple Choice Questions (MCQ)

1. OB is the study of _____ in the organisation

a. Human c. Human Behaviour

b. Employer d. Employees

(Answer: c. Human Behaviour)

2. Now a days a lot of stress is being put on the _____ of the employee in the organisation

a. Character b. improvement

c. Behaviour d. Rewards

(Answer:c Behaviour)

3. OB focuses at 3 Levels-

a. Individuals, Organisation, Society

b. Society, Organisation, Nation

c. Employee, Employer, Management

d. Individual, Groups, Organisation.

(Answer:d. Individual, Groups, Organisation.)

4. Scope of OB does not include

a. Leadership b. Perception c. Job Design d. Technology

(Answer:d. Technology)

5. High rate of _____ increase cost and tend to place less experienced employee in job

a. Training b. Absenteeism

c. Employee Turnover d. Strikes

(Answer: c. Employee Turnover)

6. Job Satisfaction have _____ related to Absenteeism and Turnover

- a. Positively b. Negatively c. directly d. Elastically

(Answer: b. Negatively)

7. _____ advocated that humans are essentially motivated by levels of needs

- a. A. Maslow B.Follet c. Elton mayo d. Ivon Pavlov

(Answer:a. A. Maslow)

8. Scientist of OB recognize that organisations are not static but dynamic and _____

- a) Processing b) systematic c) ever changing d) researching

(Answer:c. ever changing)

9) _____ and fringe benefits are no longer employees first priority

- a) Wages b) bonus c) rewards d) promotions

(Answer:a) Wages)

10) A manager with good _____ can make the work place more pleasant

- a) Communication b) knowledge c) experience d) Interpersonal Skills

(Answer: d. Interpersonal Skills)

11) _____ is called as father of scientific management

- a) Elton Mayo b) Hendry Fayol c) F.W.Taylor d) Robert Owen

Answer: c. F.W.Taylor

12) The book “The Psychology of management” was published by

a) William Gilbreth b) Hendry Fayol c) F.W.Taylor d) Robert Owen

Answer: a. William Gilbreth

13) _____ is recognised as father of “Human relations”

a) William Gilbreth b) Hendry Fayol c) F.W.Taylor d) Elton Mayo

Answer:d. Elton Mayo

14) The Hawthome experiment was conducted by

a) William Gilbreth b) Hendry Fayol c) F.W.Taylor d) Elton Mayo

Answer: d) Elton Mayo

15) The most significant management skills are

a) Technical, Human and Conceptual b) Technical, behavioural and Conceptual

c) Systematic, Human and Conceptual d) Technical, Human and cognitive

Answer: a) Technical, Human and Conceptual

16) The 3 Theoretical Framework of OB are

a) Cognitive, Social and Technical b) Cognitive, Behaviouristic, Social

c) leadership, attribution, motivation d) attribution, Perception and motivation

Answer: b) Cognitive, Behaviouristic, Social

17) _____ explains internal processes of choice among different behaviours

a) Equity Theory b) Expectancy theory

c) Goal attain theory d) Goal setting Theory

Answer: b) Expectancy theory

18) _____ explains how and why people react when they feel unfairly treated

- a) Equity Theory b) Expectancy theory
- c) Goal attain theory d) Goal setting Theory

Answer: a) Equity Theory

19) _____ focuses on how to set goals for people to reach

- a) Equity Theory b) Expectancy theory
- c) Goal attain theory d) Goal setting Theory

Answer: d) Goal setting Theory

20) Concerning organizational cultures,

- a. a strong culture is a more productive environment
- b. a weak culture is a more productive environment
- c. the specific culture that contributes to positive effectiveness is well known
- d. the stronger the culture, the more influential it is on employee behavior

Answer: d. the stronger the culture, the more influential it is on employee behavior

21) Shared organizational values are

- a. unconscious, affective desires or wants that guide society's behavior
- b. influenced by international values
- c. different for the various components of a diverse work force

d. a myth

Answer: c. different for the various components of a diverse work force

22) Which of the following best explains why an employee behaves as s/he does?

a. The environment is the most important consideration in understanding individual employee behavior.

b. Both the environment and individual differences are important considerations in understanding

individual employee behavior.

c. Neither the environment nor individual differences are important considerations in understanding individual employee behavior.

d. Employee personality and attitudes are primarily dictated by the environment.

Answer: b. Both the environment and individual differences are important considerations in understanding individual employee behavior.

23) In order from lowest to highest, what are Maslow's five classes of needs?

a. Social-esteem-physiological-safety-self-actualization

b. Physiological-safety-social-self-actualization-esteem

c. Physiological-safety-social-esteem-self-actualization

d. Self-actualization-esteem-safety-social-physiological

Answer: c. Physiological-safety-social-esteem-self-actualization

24) A lack of clarity concerning what will happen is referred to as

a. temporal b. predisposition c. uncertainty d. negation

Answer: c. uncertainty

25) Employees with relatively weak higher- order needs are _____ concerned with variety and autonomy.

a. less b. more c. very d. extremely

Answer: a. less

26) Which of the following is a strategy of job design that increases job depth by meeting employees needs for psychological growth?

a. Job rotation b. Job enrichment c. Job enlargement d. Job engagement

Answer: b. Job enrichment

27) What is the key word in understanding organization structure?

a. Control b. Change c. Process d. Delegation

Answer: a. Control

28) Organization structures

- a. affect group behavior more than individual behavior
- b. change rapidly to meet environmental and market changes
- c. contribute positively to organizational performance
- d. can be defined simply as activities that occur regularly

Answer: d. can be defined simply as activities that occur regularly

29) Groups created by managerial decision in order to accomplish stated goals of the organization are called

- a. formal groups
- b. informal groups
- c. task groups
- d. interest groups

Answer: a. formal groups

30) Continued membership in a group will usually require

- a. supporting the group leader
- b. conforming to group norms
- c. encouraging cohesiveness in the group
- d. developing a status system

Answer: b. conforming to group norms

31) The definition of communication implies that

- a. communication is mostly verbal
- b. communication is mostly written
- c. most communication is in a vertical direction
- d. understanding must occur to have communication

Answer: d. understanding must occur to have communication

32) The Least used communication channel in an organization is usually

- a. upward
- b. downward
- c. diagonal
- d. Horizontal

Answer: d. horizontal

33) _____ means the mental action or process of acquiring knowledge and understanding through thought, experience, and the senses.

- a) Learning
- b) development
- c) Cognition
- d) Training

Answer: c) Cognition

34) _____ framework is based o the concept of Expectancy, demand and Intention of the human being.

a) Behaviouristic b) Expectancy

c) Cognitive d) Social learning

Answer: c) Cognitive

35) According to Edward Tolman, _____ consists of the expectancy that a particular event will lead to a particular consequence.

a) eventual b) Behaviour c) Learning d) Attitude

Answer: c) Learning

36) Every individual set his goal and he also know the _____ which will take him to achieve the goal.

a) Process b) Behaviour c) Event d) way

Answer: b) Behaviour

37) _____ insist that it is advisable and fruitful to the study the behaviour of the human being which is visible than studying the mind which is elusive in nature.

a) Ivan Pavlov and Jon B. Watson b) Ivan Pavlov

c) Jon B. Watson Ivan Pavlov and A.Maslow

Answer: a) Ivan Pavlov and Jon B. Watson

38) _____ is the force of action or motivation.

a) Behaviour b) Stimulus

c) Perception d) Attitude

Answer: b) Stimulus

39) _____ is the behaviour for a stimulus.

a) Stimulus b) response

c) Perception d) Attitude

40) Behavioural framework based on _____ behaviour and ____ environmental variables.

a) Observable --- Non Observable b) Observable --- Observable

c) Non Observable --- Observable d) Non observable --- Non Observable

Answer: b) Observable --- Observable

41) Human can project _____ behaviour for _____ stimulus and he exhibit a response depending on environmental consequences.

a) different--- different b) same---same

c) same---different d) different--- same

Answer: d) different--- same

42) As per _____ Behaviour is not the outcome of stimulus alone, but it is an outcome which also depends on contingent environmental consequences of a behaviour

a) Behaviouristic Framework b) Cognitive Framework

c) Sinner Framework d) Behaviour Theory

Answer: a) Behaviouristic Framework

43) The social cognitive theory states that the person and the external situations are _____ with each other along with the behaviour itself to determine the behaviour.

a) related b) linked

c) interdependence d) combined

Answer: c) interdependence

44) _____ states that along with cognitive and external situation the experiences faced through relevant past events determines what a person becomes and this will create an impact in subsequent behaviour.

- a) Behaviouristic Framework b) Cognitive Framework
- c) Social Cognitive Framework d) Social Framework

Answer:c) Social Cognitive Framework

45) _____ developed social learning theory into the more comprehensive social cognitive theory (SCT).

- a) Bandura b) Luthans c) Sinner d) I Pavlo

Answer: a) Bandura

46) _____ have translated this SCT into the theoretical framework for organizational behavior.

- a) Stajkovic and Luthans b) Stajkovic and Sinner
- c) Sinner and Luthans d) Stajkovic and Pavlo

Answer:a) Stajkovic and Luthans

47) Bandura identified _____ basic human capabilities as a part of SCT.

- a) 4 b) 3 c) 5 d) 6

Answer: c) 5

48) People process visual experiences into cognitive models. They help in future action is

- a) Symbolizing b) Forethought
c) Observational d) Self-Answer:regulatory

Answer: a) Symbolizing

49) Employees plan their actions is called as

- a) Symbolizing: b) Forethought
c) Observational d) Self-regulatory

Answer: b) Forethought

50) Employees learn by observing the performance of the referent group (peers, supervisors and high performers) and the consequences of their actions is referred as.

- a) Symbolizing: b) Forethought
c) Observational d) Self-regulatory

Answer: c) Observational

51) Employees self regulate their actions by setting internal standards

- a) Self-reflective b) Forethought

c) Observational d) Self regulatory

Answer d) Self-regulatory

52) Employees reflect back on their actions (how did I do?) and perceptually determine how they believe then can successfully accomplish the task in the future given the context

a) self- reflective b) Forethought

c) Observational d) Self-regulatory

Answer a) self-reflective

53) OB Helps to understand behaviour of human in _____.

a) work place and Society b) work place only

b) Society only d) Department only

Answer: b) work place only

54) OB does Not contributed to improve

a) Motivation c) Efficiency

c) interpersonal relations. d) Communication

Answer c) interpersonal relations

55) Common uniform, canteen, office does not mean common treatment is limitation of

a) Organizational Cultural b) Organizational Structure

b) Organizational Behaviour d) Organisational Value

Answer: b) Organizational Behaviour

56) Due to emphasis on productivity & efficiency employee are not allowed work with harmony with one another is a limitation of

a) Organizational Cultural b) Organizational Structure

b) Organizational Behaviour d) Organisational Value

Answer: b) Organizational Behaviour

57) If modern day managers donot positively address and manage work force diversity of the following may become negative outcomes for an organisation except

a) more difficult communication b) Increased creativity and innovation

c) more interpersonal conflicts d) potential for higher employee turnover

Answer: b) Increased creativity and innovation

58) The structure of an OB model includes 3 levels of analysis individual, group and organizational systems. Issues that influence all 3 levels in various ways and thus affect behavioural dynamics are

- a) change and stress b) Organisational culture and commitment
- c) Power and politics d) work design and technology

Answer: a) change and stress

59) some of OB's challenges and opportunities include all of the following except

- a) reinforcing the importance of traditional methods of management
- b) offering specific insights to improve interpersonal and people skills
- c) helping us learnt to cope in a continues changing world
- d) facilitating the improvement of quality and employee productivity

Answer: a) reinforcing the importance of traditional methods of management

60) A program that asks managers to reconsider how work would be done and the organisation structured if they were starting to develop the company from the beginning is

- a) reengineering b) MBO c) TQM d) Diversity training

Answer: a) reengineering

61) Which of the following is not a contributing discipline of OB

- a) Anthropology b) Psychology c) physiology d) sociology

Answer: c) physiology

62) _____ is a Study of individual Behaviour

- a) Anthropology b) Psychology c) political science d) sociology

Answer: b) Psychology

63) _____ is a Study of Group Behaviour

a) Anthropology b) Psychology c) physiology d) sociology

Answer: d) sociology

64) _____ is a Study of man, his work and Culture

a) Anthropology b) Psychology c) Social psychology d) sociology

Answer: a) Anthropology

65) _____ focuses on the influence of people on one another

a) Anthropology b) Psychology c) Social psychology d) sociology

Answer: c) Social psychology

Chapter 2

1) The job satisfaction of an employee is depend on the

a) behaviour b) attitude

c) personality d) employer

Answer: b) attitude

2) Success of each organization is depending upon the performance of

a) employer b) management

c) vendor d) employee

Answer: d) employee

3) A satisfied employee will be a

a) motivator to others b) manager c) High performer d) Team Leader

Answer: c) High performer

4) _____ is not a capability of an employee having Positive attitude

a) Focus b) creativity c) Pessimism d) Confidence

Answer: c) Pessimism

5) Which one is not a benefit to employee which results through positive attitude of an employee

a) Promotion b) Less stress c) Job security d) enjoying life

Answer: a) Promotion

6) Belief, opinion, knowledge, emotions feelings intention are the components of

a) OB b) Job satisfaction c) Attitude d) Personality

Answer: c) Attitude

7) Components of Attitude can majorly be segregated in to _____ types

a) 7 b) 4 c) 3 d) 6

Answer: c) 3

8) The attitude based on Beliefs, opinion, Knowledge, or information about the particular event which the employee possesses is under _____ component of Attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: b) Cognitive

9) The attitude based on the concept that “every individual will have an Intention to react in a certain way toward something is “ under _____ component of Attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: a) Behavioral

10) The attitude based on Feelings, sentiments and emotions of any person is under _____ component of Attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: c) Affective

11) _____ is the only component of attitude which is visible and can be observed directly.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: a) Behavioral

12) The statement “My friends are good” is an example of _____ component of attitude

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: b) Cognitive

13) The statement “I don’t feel comfortable in crowd” is an example of _____ component of attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: c) Affective

14) The statement “I am going to apologies for my mistake” is an example of _____ component of attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: a) Behavioral

15) _____ component of attitude is a result of family condition, childhood experiences etc...

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: c) Affective

16) Which is not a method used for changing the attitude of Employee

a) use of fear b) Providing new information

c) Performance appraisal d) Giving Feedback

Answer: c) Performance appraisal

17) Among the following which is not a problem in changing the attitude of the employee

a) Insufficient Information b) Resistant by employee

c) Cognitive Dissonance d) Cognitive Dissonance

Answer: b) Resistant by employee

18) Motivation includes

a) job enrichment b) Job rotation c) Job enlargement d) all of the above

Answer: d) all of the above

19) “The combination of characteristics or qualities that form an individual’s distinctive character” is the definition of

- a) Personality b) Motivation c) Attitude d) behaviour

Answer: a) Personality

20) The family condition and impact of the parents is the main base for the personality of a person. Later it might change by _____.

- a) thinking b) external influences c) own ability d) learning experiences

Answer: b) external influences

21) Every individual is _____ by their personality.

- a) Intellectual b) Specific c) Unique d) systematic

Answer: c) Unique

22) Sometimes due to any hard situation _____ of an individual will change but will take a long time.

- a) objective b) attitude c) motivation d) Personality

Answer:d) Personality

23) From the below which is not a outcome from person having good personality

a) good Performer b) Good team player c) Lead a team well d) Make Profit

Answer: d) Make Profit

24) The five personality traits as per Big Five Personality Traits are

a) Extroversion, Agreeableness, Conscientious, Emotional Stability, Openness to experience

b) Extroversion, Agreeableness, Friendly, Emotional Stability, Openness to experience

c) Extroversion, Agreeableness, Courage, Friendly, Openness to experience

d) Extroversion, Agreeableness, Conscientious, Emotional Stability, Easy going

Answer: a) Extroversion, Agreeableness, Conscientious, Emotional Stability, Openness to experience

25) Outgoing, talkative, social are part of _____ Personality Trait as per big 5 personality trait

a) Friendly b) Openness to experience c) Introversion d) Extroversion

Answer: d) Extroversion

26) Trust, nature, cooperative are part of _____ Personality Trait as per big 5 personality trait

a) Agreeableness b) Emotional Stability c) Openness to experience d) Introversion

Answer: a) Agreeableness

27) Dependable, responsible are part of _____ Personality Trait as per big 5 personality trait

a) Emotional Stability b) Conscientious c) Openness to experience d) Introversion

Answer: b) Conscientious

28) Relaxed and Secure are part of _____ Personality Trait as per big 5 personality trait

a) Agreeableness b) Emotional Stability c) Openness to experience d) Introversion

Answer: b) Emotional Stability

29) Sensitive and intellectual are part of _____ Personality Trait as per big 5 personality trait

a) Agreeableness b) Emotional Stability c) Openness to experience d) Introversion

Answer: c) Openness to experience

30) _____ are the theories which gives an Idea about what employees wants or needs and what are the key factors the managers can utilize to motivate the employees.

a) Maslow theory b) Herzberg Theory c) Process Theory d) Content Theory

Answer: d) Content Theory

31) _____ theory states the ways or process by which the needs can be converted into behavior or performance.

a) Maslow theory b) Expectancy Theory c) Process Theory d) Content Theory

Answer: c) Process Theory

32) Myers-Briggs Personality is called as

a) MBIT b) MBET c) MBTI d)MIBT

Answer: c) MBTI

33) _____ are stimulated by events and people external to themselves. They show their feelings, learn by talking, and work well in groups.

a) positive personalities b) Introverts c) Extroverts d) none of the above

Answer: c) Extroverts

34) _____ prefers private reflection, self-examination, and self-discovery. They hide their feelings, prefer to work alone, and learn by watching.

a) Private personalities b) Introverts c) Extroverts d) none of the above

Answer: b) Introverts

35) MBTI test the personalities in _____ categories

a) 3 b) 4 c) 5 d) 6

Answer: b) 4

36) As per MBTI _____ personality people like real-life examples, prefer practical exercises, and get the facts while possibly missing the main idea.

a) Introversion b) Sensing c) intuition d) Thinking

Answer: b) Sensing

37) As per MBTI _____ personality people work based on hunches and feelings, use their imagination, and get the main idea while missing some of the facts.

a) Introversion b) Sensing c) Intuition d) Thinking

Answer: c) Intuition

38) As per MBTI _____ personality people take a laid back, relaxed approach. They're flexible, open to change, and like to explore.

a) Introversion b) Sensing c) Perceiving d) Thinking

Answer: c) Perceiving

39) MBTI stands for

a) Myers- Briggs Test indicator b) Myers- Briggs Test investigator

c) Myers- Briggs Type indicator d) Myers- Briggs Type investigator

Answer: c) Myers- Briggs Type indicator

40) Psychological process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is definition of

a) Attitude b) thinking c) Perception d) Personality

Answer: c) Perception

41) A Process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data so as to form a meaningful and coherent picture of the world is

a) Attitude b) thinking c) Perception d) Communication

Answer: c) Perception

42) The _____ theory states that human mind will receive or accept only those information which it feels that it is relevant.

a) Perception theory b) Selective Perception c) relevance Theory d) none of the above

Answer: b) Selective Perception

43) _____ deals with how the social perceiver uses information to arrive at causal explanations for events.

- a) Attribution theory
- b) Social Perception Theory
- c) Selective Perception
- d) social Theory

Answer: a) Attribution theory

44) _____ is the sequence of psychological steps that a person uses to organize and interpret information from the outside world.

- a) Perceptual process
- b) Thinking process
- c) Selection Process
- d) Sequential theory

Answer: a) Perceptual process

45) Which of the following is not a step in perceptual Process?

- a) Object
- b) selection
- c) Perception
- d) Response

Answer: c) Perception

46) Putting people in to a convenient group on basis of some characteristics and make an assumption to perceive is called as

- a) Stereotyping
- b) Perception
- c) Perceiving
- d) Group perception

Answer: a) Stereotyping

47) Stereotyping generally affects the _____

- a) Organization Structure
- b) Behavior
- c) Interpersonal Relations
- d) Communication

Answer: c) Interpersonal Relations

48) "Girls are not good at sports" is an example of

a) Perception b) Halo effect c) Stereotyping d) Individual Personality

Answer: c) Stereotyping

49) _____ is our perception of one personality trait influences how we view a person's entire personality.

a) Perception b) Halo effect c) Stereotyping d) Individual Personality

Answer: b) Halo effect

50) _____ is the process of stimulating people to actions to accomplish the goals.

a) Bonus b) Motivation c) Performance based Incentive d) Promotion

Answer: b) Motivation

51) _____ contains the theories which gives an Idea about what employees wants or needs.

a) Expectancy theory b) Maslow theory c) Process Theory d) Content Theory

Answer: d) Content Theory

52) Which of the following is not an example of Content Theory?

a) Maslow Theory b) Herzberg's Theory c) Expectancy theory d) Alderfer's ERG theory

Answer: c) Expectancy theory

53) _____ theory emphasis that, Unsatisfied need can influence the behaviour satisfied one will not act as a motivator.

a) Maslow Theory b) Herzberg's Theory c) Expectancy theory d) Alderfer's ERG theory

Answer: a) Maslow Theory

54) Maslow says that Human beings are full of needs & wants. And these needs will lead to their?

a) Job b) Behavior c) Attitude d) Motivation

Answer: b) Behavior

55) The person will try for the complex level need when his _____ is satisfied.

- a) Basic need
- b) family
- c) Income
- d) Job

Answer: a) Basic need

56) In _____ the needs are arranged in an order as per their importance (basic to complex)

- a) Maslow need Theory
- b) Herzberg theory
- c) Satisfaction theory
- d) Mayo theory

Answer: a) Maslow need Theory

57) The individuality, humanness and mental health of the person will improve _____ the level of need he satisfied.

- a) less than
- b) Greater than
- c) at Per with
- d) None of the above

Answer: c) at Per with

58) Salary, and basic working condition will come under _____ Needs

- a) Safety
- b) Physiological need
- c) social need
- d) organizational

Answer: b) Physiological need

59) _____ need improves the confidence level of an employee when satisfied.

- a) Social b) Safety c) Basic d) Esteem

Answer: d) Esteem

60) Which of the following is not a part of hygiene factor of two factor theory

- a) Company policy b) Administration c) responsibilities d) Interpersonal Relations

Answer: c) responsibilities

61) Responsibility, Advancement etc are example of

- a) Motivators b) hygiene factors c) improvement factors d) advance factors

Answer: a) Motivators

62) The higher order needs specified by Maslow is considered as _____ as per Herzberg.

- a) Motivators b) hygiene factors c) improvement factors d) advance factors

Answer: a) Motivators

63) Expectancy theory is a theory comes under _____ theory

- a) Process b) Content c) Attribution d) perception

Answer: a) Process

Multiple Choice Questions for
M. Com. First Semester Students for the subject
Organisational Behaviour

1. Which of the following is not a covert behaviour?
 - A) Thinking
 - B) Feeling
 - C) Dreaming
 - ✓D) Talking

2. Which of the following is not an overt behaviour?
 - ✓A) Dreaming
 - B) Walking
 - C) Laughing
 - D) Fighting

3. Which of the following is not a learned factor of human behaviour?
 - A) Personality
 - ✓B) Religion
 - C) Perception
 - D) Values

4. Which one is not an inherent factor of Human Behaviour?
 - A) Intelligence
 - ✓B) Attitude
 - C) Height
 - D) Skin Colour

5. The psychoanalytic theory of personality is primarily developed by

A) Carl Jung

✓ B) Sigmund Freud

C) Alfred Adler

D) G. W. Allport

6. Self theory of personality was propounded by

A) G. Allport

B) R. Cattell

✓ C) C. Rogers

D) S. Freud

7. The self theory has

A) 3 components

✓ B) 4 components

C) 5 components

D) 6 components

8. With reference to psychoanalytical theory, identify the odd one

A) Super Ego

B) Id

✓ C) Social ego

D) Ego

9. Which of the following is discussed in the self theory of personality

A) Hidden self

B) Unknown self

✓ C) Ideal self

D) Blind self

10. The force which stimulates a person to satisfy his drives immediately has been termed as

- A) Ego
- B) Super Ego
- ✓ C) Id
- D) Hunger

11. Which is not a part of the self theory of personality?

- A) Ideal Self
- B) Looking glass self
- ✓ C) Blind self
- D) Real self

12. According to the self theory, "What one actually is" is called

- ✓ A) Real self
- B) Ideal self
- C) Looking glass self
- D) Self image

13. According to the self theory, "What one perceives what others perceives about him" is

- ✓ A) Looking glass self
- B) Ideal self
- C) Real self
- D) Self image

14. Blind self is a concept is closely related to

- A) Perception
- ✓ B) Transactional analysis
- C) Personality
- D) Learning

15. Hearing a sound in the factory by an employee will be called

- A) Sensation
- B) Perception
- C) Learning
- D) All of these

16. In the Vroom's theory of motivation, "v" stands for

- A) Vroom
- B) Valence
- C) Velocity
- D) Ventilation

17. How many needs have been identified by McClelland?

- A) 2
- B) 3
- C) 4
- D) 5

18. The Need Hierarchy Theory was given by

- A) Mc Gregor
- B) Vroom
- C) Maslow
- D) Carl Jung

19. Which is not a hygiene factor as per the Two Factor theory of motivation:

- A) Salary
- B) Work itself
- C) Job security
- D) Status

20. Who is not associated with the theories of motivation?

- A) Alderfer
- ✓ B) Fayol
- C) Maslow
- D) Herzberg

21. The hierarchy of needs in Maslow's motivation theory is

- ✓ A) Physiological, Security, Social, Esteem, Self-actualization
- B) Physiological, Social, Esteem, Self-actualization, Security
- C) Social, Esteem, Self-actualization, Physiological, Security
- D) Physiological, Social, Security, Self-actualization, Esteem

22. Johari Window was created by

- ✓ A) Joseph Luft and Harrington Ingham
- B) Joseph Luft, Harrington Ingham, and Carl Jung
- C) Joseph Luft and Harry Ingham
- D) Maslow and McGregor

23. In Johari window, which quadrant should be expanded

- ✓ A) Open
- B) Blind
- C) Hidden
- D) Unknown

24. One trait that dominates a personality so much that it influences nearly everything a person does is a:

- ✓ A) Cardinal Trait
- B) Secondary trait
- C) Central Trait
- D) All of these

25. Who is the pioneer that proposed the 16 basic dimensions of normal personality and devised a questionnaire (16PF) to measure them?

- ✓ **A) Raymond Cattell**
- B) Carl Jung**
- C) Allport**
- D) Eysenck**

26. The first step in the perception process is

- ✓ **A) Selection**
- B) Organisation**
- C) Interpretation**
- D) Response**

27. A sensor organ that detects information used in the perceptual process is:

- A) Eye**
- B) Ear**
- C) Skin**
- ✓ **D) All of these**

28. In the Johari Window, the information about yourself that you don't know but others do is your

- ✓ **A) Blind self**
- B) Hidden Self**
- C) Unknown self**
- D) Open**

29. Traits are common to many individuals but vary in absolute amounts.

- ✓ **A) True**
- B) False**

30. You can move information from the Blind self to the Open self through

- ✓ **A)** Feedback
- B)** Disclosure
- C)** Depression
- D)** Empowerment

31. You can move information from the Hidden self to the Open self by

- ✓ **A)** Disclosure
- B)** Feedback
- C)** Empowerment
- D)** Depression

32. Which theory states that "Man knows his needs and wants and his behaviour is directed to meet these needs."

- ✓ **A)** SocioPsychological Theory
- B)** Psychoanalytical Theory
- C)** Self Theory
- D)** Trait Theory

33. According to Allport, personal traits can be divided into two subcategories: a) cardinal dispositions, and b) secondary dispositions.

- A)** True
- ✓ **B)** False

34. Alfred Adler, Erich Fromm, Karen Horney, and Harry-Stack Sullivan are significant contributors of the Trait Factor Theory of personality.

- A)** True
- ✓ **B)** False

MCQ WITH ANSWERS ON CHAP 1 & 2

1. _____ explains internal processes of choice among different behaviours

- a) Equity Theory b) Expectancy theory
- c) Goal attain theory d) Goal setting Theory

Answer: b) Expectancy theory

2. _____ explains how and why people react when they feel unfairly treated

- a) Equity Theory b) Expectancy theory
- c) Goal attain theory d) Goal setting Theory

Answer: a) Equity Theory

3. focuses on how to set goals for people to reach

- a) Equity Theory b) Expectancy theory
- c) Goal attain theory d) Goal setting Theory

Answer: d) Goal setting Theory

4. Concerning organizational cultures,

- a. a strong culture is a more productive environment
- b. a weak culture is a more productive environment
- c. the specific culture that contributes to positive effectiveness is well known
- d. the stronger the culture, the more influential it is on employee behavior

Answer: d. the stronger the culture, the more influential it is on employee behavior

5. Shared organizational values are

- a. unconscious, affective desires or wants that guide society's behavior
- b. influenced by international values
- c. different for the various components of a diverse workforce
- d. a myth

Answer: c. different for the various components of a diverse work force

6. Which of the following best explains why an employee behaves as s/he does?

a. The environment is the most important consideration in understanding individual employee behavior.

b. Both the environment and individual differences are important considerations in understanding

individual employee behavior.

c. Neither the environment nor individual differences are important considerations in understanding individual employee behavior.

d. Employee personality and attitudes are primarily dictated by the environment.

Answer: b. Both the environment and individual differences are important considerations in understanding individual employee behavior.

7. In order from lowest to highest, what are Maslow's five classes of needs?

a. Social-esteem-physiological-safety-self-actualization

b. Physiological-safety-social-self-actualization-esteem

c. Physiological-safety-social-esteem-self-actualization

d. Self-actualization-esteem-safety-social-physiological

Answer: c. Physiological-safety-social-esteem-self-actualization

8. A lack of clarity concerning what will happen is referred to as

a. temporal b. predisposition c. uncertainty d. negation

Answer: c. uncertainty

9. Employees with relatively weak higher-order needs are _____ concerned with variety and autonomy.

a. less b. more c. very d. extremely

Answer: a. less

10. Which of the following is a strategy of job design that increases job depth by meeting employees needs for psychological growth?

- a. Job rotation
- b. Job enrichment
- c. Job enlargement
- d. Job engagement

Answer: b. Job enrichment

11. What is the key word in understanding organization structure?

- a. Control
- b. Change
- c. Process
- d. Delegation

Answer: a. Control

12. Organization structures

- a. affect group behavior more than individual behavior
- b. change rapidly to meet environmental and market changes
- c. contribute positively to organizational performance
- d. can be defined simply as activities that occur regularly

Answer: d. can be defined simply as activities that occur regularly

13. Groups created by managerial decision in order to accomplish stated goals of the organization are called

- a. formal groups
- b. informal groups
- c. task groups
- d. interest groups

Answer: a. formal groups

14. Continued membership in a group will usually require

- a. supporting the group leader
- b. conforming to group norms
- c. encouraging cohesiveness in the group
- d. developing a status system

Answer: b. conforming to group norms

15. The definition of communication implies that

- a. communication is mostly verbal
- b. communication is mostly written
- c. most communication is in a vertical direction
- d. understanding must occur to have communication

Answer: d. understanding must occur to have communication

16. The Least used communication channel in an organization is usually

- a. upward
- b. downward
- c. diagonal
- d. Horizontal

Answer: d. horizontal

17. _____ means the mental action or process of acquiring knowledge and understanding through thought, experience, and the senses.

- a) Learning
- b) development
- c) Cognition
- d) Training

Answer: c) Cognition

18. _____ framework is based on the concept of Expectancy, demand and Intention of the human being.

- a) Behaviouristic
- b) Expectancy
- c) Cognitive
- d) Social learning

Answer: c) Cognitive

19. According to Edward Tolman, _____ consists of the expectancy that a particular event will lead to a particular consequence.

- a) eventual
- b) Behaviour
- c) Learning
- d) Attitude

Answer: c) Learning

20. Every individual sets his goal and he also knows the _____ which will take him to achieve the goal.

- a) Process
- b) Behaviour
- c) Event
- d) way

Answer: b) Behaviour

21.) _____ insist that it is advisable and fruitful to study the behaviour of the human being which is visible rather than studying the mind which is elusive in nature.

- a) Ivan Pavlov and Jon B. Watson
- b) Ivan Pavlov

c) Jon B. Watson, Ivan Pavlov and A. Maslow

Answer: a) Ivan Pavlov and Jon B. Watson

22. _____ is the force of action or motivation.

a) Behaviour b) Stimulus

c) Perception d) Attitude

Answer: b) Stimulus

23. _____ is the behaviour for a stimulus.

a) Stimulus b) response

c) Perception d) Attitude

Ans. b

24. Behavioural framework based on _____ behaviour and _____ environmental variables.

a) Observable --- Non Observable b) Observable --- Observable

c) Non Observable --- Observable d) Non observable --- Non Observable

Answer: b) Observable --- Observable

25. Human can project _____ behaviour for _____ stimulus and he exhibit a response depending on environmental consequences.

a) different --- different b) same --- same

c) same --- different d) different --- same

Answer: d) different --- same

26. Asper _____ Behaviour is not the outcome of stimulus alone, but it is an outcome which also depends on contingent environmental consequences of a behaviour

a) Behaviouristic Framework b) Cognitive Framework

c) Sinner Framework d) Behaviour Theory

Answer: a) Behaviouristic Framework

27. The social cognitive theory states that the person and the external situations are _____ with each other along with the behaviour itself to determine the behaviour.

a) related b) linked

c) interdependence d) combined Answer: c) interdependence

28. _____ states that along with cognitive and external situation the experiences faced through relevant past events determines what a person becomes and

this will create an impact in subsequent behaviour.

a) Behaviouristic Framework b) Cognitive Framework

c) Social Cognitive Framework d) Social Framework

Answer: c) Social Cognitive Framework

29. _____ developed social learning theory into the more comprehensive social cognitive theory (SCT).

a) Bandura b) Luthans c) Sinner d) I Pavlo

Answer: a) Bandura

30. _____ have translated this SCT into the theoretical framework for organizational behavior.

a) Stajkovic and Luthans b) Stajkovic and Sinner

c) Sinner and Luthans d) Stajkovic and Pavlo

Answer: a) Stajkovic and Luthans

31. Bandura identified _____ basic human capabilities as a part of SCT.

a) 4 b) 3 c) 5 d) 6

Answer: c) 5

32. People process visual experiences into cognitive models. They help in future action is

a) Symbolizing b) Forethought

c) Observational d) Self

Answer: a) Symbolizing

33. Employees plan their actions is called as

a) Symbolizing: b) Forethought

c) Observational d) Self-regulatory

Answer: b) Forethought

34. Employees learn by observing the performance of the referent group (peers, supervisors and high performers) and the consequences of their actions is referred as.

a) Symbolizing: b) Forethought

c) Observational d) Self-regulatory

Answer: c) Observational

35. Employees self regulate their actions by setting internal standards

- a) Self-reflective b) Forethought
- c) Observational d) Self regulatory

Answer d) Self-regulatory

36. Employees reflect back on their actions (how did I do?) and perceptually determine how they believe then can successfully accomplish the task in the future given the context

- a) self-reflective b) Forethought

c) Observational d) Self-regulatory

Answer a) self-reflective

37. OB Helps to understand behaviour of human in _____.

- a) work place and Society b) work place only

b) Society only d) Department only

Answer: b) work place only

38. OB does Not contributed to improve

- a) Motivation c) Efficiency

c) interpersonal relations. d) Communication

Answer c) interpersonal relations

39. Common uniform, canteen, office does not mean common treatment is limitation of

- a) Organizational Cultural b) Organizational Structure

b) Organizational Behaviour d) Organisational Value

Answer: b) Organizational Behaviour

40. Due to emphasis on productivity & efficiency employee are not allowed work with harmony with one another is a limitation of

a) Organizational Cultural b) Organizational Structure

b) Organizational Behaviour d) Organisational Value

Answer: b) Organizational Behaviour

41. If modern day managers do not positively address and manage work force diversity of the following may become negative outcomes for an organisation except

a) more difficult communication b) Increased creativity and innovation

c) more interpersonal conflicts d) potential for higher employee turnover

Answer: b) Increased creativity and innovation The structure of an OB model includes 3 levels of analysis individual, group and organizational systems. Issues that influence all 3 levels in various ways and thus affect behavioural dynamics are

a) change and stress b) Organisational culture and commitment

c) Power and politics d) work design and technology

Answer: a) change and stress

42. some of OB's challenges and opportunities include all of the following except

a) reinforcing the importance of traditional methods of management

b) offering specific insights to improve interpersonal and people skills

c) helping us learn to cope in a continuously changing world

d) facilitating the improvement of quality and employee productivity

Answer: a) reinforcing the importance of traditional methods of management

43. A program that asks managers to reconsider how work would be done and the organisation structured if they were starting to develop the company from the beginning is

a) reengineering b) MBO c) TQM d) Diversity training

Answer: a) reengineering

44. Which of the following is not a contributing discipline of OB

a) Anthropology b) Psychology c) physiology d) sociology

Answer: c) physiology

45. is a Study of individual Behaviour

a) Anthropology b) Psychology c) political science d) sociology
Answer: b) Psychology

46. is a Study of Group Behaviour

a) Anthropology b) Psychology c) physiology d) sociology
Answer: d) sociology

47. is a Study of man, his work and Culture

a) Anthropology b) Psychology c) Social psychology d) sociology
Answer: a) Anthropology

48. focuses on the influence of people on one another

a) Anthropology b) Psychology c) Social psychology d) sociology
Answer: c) Social psychology

49. The job satisfaction of an employee is depend on the

a. behaviour b) attitude

c) personality d) employer
Answer: b) attitude

50. Success of each organization is depending upon the performance of

a. employer b) management

c) vendor d) employee
Answer: d) employee

51. A satisfied employee will be a

a. motivator to others b) manager c) High performer d) Team Leader

Answer: c) High performer

52. _____ is not a capability of an employee having Positive attitude

a) Focus b) creativity c) Pessimism d) Confidence
Answer: c) Pessimism

53. Which one is not a benefit to employee which results through positive attitude of an employee

a. Promotion b) Less stress c) Job security d) enjoying life

Answer: a) Promotion

54. Belief, opinion, knowledge, emotions feelings intention are the components of

a) OB b) Job satisfaction c) Attitude d) Personality

Answer: c) Attitude

55. The attitude based on Beliefs, opinion, Knowledge, or information about the particular event which the employee possesses is under _____ component of Attitude.

a. Behavioral b) Cognitive c) Affective d) Positive

Answer: b) Cognitive

56. The attitude based on the concept that – every individual will have an intention to act in a certain way towards something is – under _____ component of Attitude.

a) Behavioral b) Cognitive c) Affective d) Positive Answer: a) Behavioral

57. The attitude based on Feelings, sentiments and emotions of any person is under _____ component of Attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: c) Affective

58. _____ is the only component of attitude which is visible and can be observed directly.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: a) Behavioral

59. The statement – My friends are good is an example of _____ component of attitude

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: b) Cognitive

60. The statement – I don't feel comfortable in crowd is an example of _____ component of attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: c) Affective

61. The statement – I am going to apologize for my mistake is an example of _____ component of attitude.

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: a) Behavioral

62. _____ component of attitude is a result of family condition, childhood experiences etc...

a) Behavioral b) Cognitive c) Affective d) Positive

Answer: c) Affective

63. Which is not a method used for changing the attitude of Employee

a) use of fear b) Providing new information

c) Performance appraisal d) Giving Feedback

Answer: c) Performance appraisal

64. Among the following which is not a problem in changing the attitude of the employee

- a) Insufficient Information b) Resistant by employee
- c) Cognitive Dissonance d) Cognitive Dissonance

Answer: b) Resistant by employee

65. Motivation includes

- a) job enrichment b) Job rotation c) Job enlargement d) all of the above

Answer: d) all of the above – The combination of characteristics or qualities that form an individual's distinctive character is the definition of

- a) Personality b) Motivation c) Attitude d) behaviour

Answer: a) Personality

66. The family condition and impact of the parents is the main base for the personality of a person. Later it might change by _____.

- a) thinking b) external influences c) own ability d) learning experiences

Answer: b) external influences

67. Every individual is _____ by their personality.

- a) Intellectual b) Specific c) Unique d) systematic

Answer: c) Unique

68. Sometimes due to any hard situation _____ of an individual will change but will take a long time.

- a) objective b) attitude c) motivation d) Personality Answer: d) Personality

69. From the below which is not an outcome from a person having good personality

- a) good Performer b) Good team player c) Lead a team well d) Make Profit

Answer: d) Make Profit

70. The five personality traits as per Big Five Personality Traits are

- a) Extroversion, Agreeableness, Conscientious, Emotional Stability, Openness to experience
- b) Extroversion, Agreeableness, Friendly, Emotional Stability, Openness to experience
- c) Extroversion, Agreeableness, Courage, Friendly, Openness to experience
- d) Extroversion, Agreeableness, Conscientious, Emotional Stability, Easygoing

Answer: a) Extroversion, Agreeableness, Conscientious, Emotional Stability, Openness to experience

71. Outgoing, talkative, social are part of _____ Personality Trait as per big 5 personality trait

- a) Friendly b) Openness to experience c) Introversion d) Extroversion

Answer: d) Extroversion

72. Trust, nature, cooperative are part of _____ Personality Trait as per big 5 personality trait

- a) Agreeableness b) Emotional Stability c) Openness to experience d) Introversion

Answer: a) Agreeableness

73. Dependable, responsible are part of _____ Personality Trait as per big 5 personality trait

- a) Emotional Stability b) Conscientious c) Openness to experience d) Introversion

Answer: b) Conscientious

74. Relaxed and Secure are part of _____ Personality Trait as per big 5 personality trait

- a) Agreeableness b) Emotional Stability c) Openness to experience d) Introversion

Answer: b) Emotional Stability Sensitive and intellectual are part of Personality Trait as per big 5 personality trait

a) Agreeableness b) Emotional Stability c) Openness to experience d) Introversion

Answer: c) Openness to experience

75. _____ are the theories which give an idea about what employees want or need and what are the key factors the managers can utilize to motivate the employees.

a) Maslow theory b) Herzberg Theory c) Process Theory d) Content Theory

Answer: d) Content Theory

76. _____ theory states the ways or process by which the needs can be converted into behavior or performance.

a) Maslow theory b) Expectancy Theory c) Process Theory d) Content Theory

Answer: c) Process Theory

77. Myers-Briggs Personality is called as

a) MBIT b) MBET c) MBTI d) MIBT

Answer: c) MBTI

78. _____ are stimulated by events and people external to themselves. They show their feelings, learn by talking, and work well in groups.

a) positive personalities b) Introverts c) Extroverts d) none of the above

Answer: c) Extroverts

79. _____ prefers private reflection, self-examination, and self-discovery. They hide their feelings, prefer to work alone, and learn by watching.

a) Private personalities b) Introverts c) Extroverts d) none of the above

Answer: b) Introverts

80. MBTI test the personalities in _____ categories

a) 3 b) 4 c) 5 d) 6

Answer: b) 4

81. Asper MBTI _____ personality people like real-life examples, prefer practical exercises, and get the facts while possibly missing the main idea.

a) Introversion b) Sensing c) intuition d) Thinking

Answer: b) Sensing

82. AsperMBTI _____ personality people work based on hunches and feelings, use their imagination, and get the main idea while missing some of the facts.

a) Introversion b) Sensing c) Intuition d) Thinking
Answer: c) Intuition

83. AsperMBTI _____ personality people take a laid back, relaxed approach. They're flexible, open to change, and like to explore.

a) Introversion b) Sensing c) Perceiving d) Thinking

Answer: c) Perceiving

84. MBTI stands for

a) Myers- Briggs Test indicator b) Myers- Briggs Test investigator

c) Myers- Briggs Type indicator d) Myers- Briggs Type investigator

Answer: c) Myers- Briggs Type indicator

85. Psychological process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is definition of

a) Attitude b) thinking c) Perception d) Personality

Answer: c) Perception

86. A Process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data so as to form a meaningful and coherent picture of the world is

a) Attitude b) thinking c) Perception d) Communication

Answer: c) Perception

87. The _____ theory states that human mind will receive or accept only those information which it feels that it is relevant.

a) Perception theory b) Selective Perception c) relevance Theory d) none of the above

Answer: b) Selective Perception

88. _____ deals with how the social perceiver uses information to arrive at causal explanations for events.

a) Attribution theory b) Social Perception Theory c) Selective Perception d) social Theory

Answer: a) Attribution theory

89. _____ is the sequence of psychological steps that a person uses to organize and interpret information from the outside world.

a) Perceptual process b) Thinking process c) Selection Process d) Sequential theory

Answer: a) Perceptual process

90. Which of the following is not a step in perceptual Process?

a) Object b) selection c) Perception d) Response

Answer: c) Perception

91. Putting people in to a convenient group on basis of some characteristics and make an assumption to perceive is called as

- a) Stereotyping b) Perception c) Perceiving d) Group perception

Answer: a) Stereotyping

92. Stereotyping generally affects the _____

- a) Organization Structure b) Behavior c) Interpersonal Relations d) Communication

Answer: c) Interpersonal Relations

93. – Girls are not good at sports is an example of

- a) Perception b) Halo effect c) Stereotyping d) Individual Personality

Answer: c) Stereotyping

94. _____ is our perception of one personality trait influences how we view a person's entire personality.

- a) Perception b) Halo effect c) Stereotyping d) Individual Personality

Answer: b) Halo effect

95. _____ is the process of stimulating people to actions to accomplish the goals.

- a) Bonus b) Motivation c) Performance based Incentive d) Promotion

Answer: b) Motivation

96. _____ contains the theories which gives an Idea about what employees want or needs.

- a) Expectancy theory b) Maslow theory c) Process Theory d) Content Theory

Answer: d) Content Theory

97. Which of the following is not an example of Content Theory?

a) Maslow Theory b) Herzberg's Theory c) Expectancy theory d) Alderfer's ERG theory

Answer: c) Expectancy theory

98. _____ theory emphasis that, Unsatisfied need can influence the behaviour satisfied one will not act as a motivator.

a) Maslow Theory b) Herzberg's Theory c) Expectancy theory d) Alderfer's ERG theory

Answer: a) Maslow Theory

99. Maslow says that Human beings are full of needs & wants. And these needs will lead to their?

a) Job b) Behavior c) Attitude d) Motivation

Answer: b) Behavior The person will try for the complex level need when his _____ is satisfied.

a) Basic need b) family c) Income d) Job

Answer: a) Basic need

100. _____ In the needs are arranged in an order as per their importance (basic to complex)

a) Maslow need Theory b) Herzberg theory c) Satisfaction theory d) Mayo theory

Answer: a) Maslow need Theory

a) less than b) Greater than c) at Par with d) None of the above

Answer: c) at Par with

101. Salary, and basic working condition will come under _____ Needs

a) Safety b) Physiological need c) social need d) organizational

102. The individuality, humanness and mental health of the person will improve _____ the level of need he satisfied.

Answer: b) Physiological need

103. _____ need improves the confidence level of an employee when satisfied.

a) Social b) Safety c) Basic d) Esteem

Answer: d) Esteem

104. Which of the following is not a part of hygiene factor of two factor theory

a) Company policy b) Administration c) responsibilities d) Interpersonal Relations

Answer: c) responsibilities

105. Responsibility, Advancement etc are example of

a) Motivators b) hygiene factors c) improvement factors d) advance factors

Answer: a) Motivators

106. _____ the higher order needs specified by Maslow is considered as _____ as per Herzberg.

T

a) Motivators b) hygiene factors c) improvement factors d) advance factors

Answer: a) Motivators

107. _____ Expectancy theory is a theory comes under _____ theory

a) Process b) Content c) Attribution d) perception Answer: a) Process

COURSE CODE: 105

COURSE TITLE: **Organizational Behaviour**

1. According to Herzberg, which of the following is a maintenance factor?

- a. **Salary**
- b. Work itself
- c. Responsibility
- d. Recognition

2. Individuals such as Albert Einstein, Edwin Land and Steven Jobs lead through which type of powers?

- a. Legitimate
- b. Reward
- c. **Expert**
- d. Charismatic

3. The relationship between motivation and performance is expressed as follows____

- a. $P = f(S, M)$
- b. $M = f(S, P)$
- c. Both
- d. None of the above

4. Motivation in organizational settings refers to “ *the willingness of an individual to react to organizational requirements in the short run.*” has defined.

- a. **Hodge and Johnson**
- b. J.S. Mill
- c. Jeremy Bentham
- d. Thorndike

5. Motives are divided into ----- categories.

- a. 4
- b. 5
- c. **3**
- d. 7

6. ----- has classified theories of motivation into two categories: *content theory* and *process theory*.

a. McClelland

b. Alderfer

c. Scott and Mitchell

d. Herzberg

7. Confidence, Leadership, Achievement, ability, Recognition, Prestige, etc, are -----needs of Maslow's Hierarchy.

a. Physiological

b. Safety

c. Esteem

d. Self-actualization

8. -----proposes a hierarchy of three core needs-existence, relatedness and growth.

a. Maslow

b. McClelland

c. Alderfer

d. Porter and Lawler

9. Motivational relationship can be expressed by the formula: Force or Motivation = _____.

a. Expectancy * Action

b. Valance * Expectancy

c. Valance* Performance

d. Promotion* Performance

10. Leadership motivates the people to work and not the power of money, this concept is related to-----.

a. Autocratic Model

b. Custodial Model

c. Supportive Model

d. Collegial Model

11. Employees with relatively weak higher-order needs are -----concerned with variety and autonomy.

- a. **less**
- b. more
- c. very
- d. extremely

12. A lack of clarity concerning what will happen is referred to as-----.

- a. temporal
- b. predisposition
- c. **uncertainty**
- d. negation

13. In order from lowest to highest, what are Maslow's five classes of needs?

- a. Social-esteem-physiological-safety-self-actualization.
- b. Physiological-social-safety-esteem-self-actualization.
- c. **Physiological-safety-social-esteem-self-actualization.**
- d. Safety-social-esteem-physiological-self-actualization

14. ----- advocated that humans are essentially motivated by levels of needs.

- a. **Maslow**
- b. Follet
- c. Elton Mayo
- d. Ivon Pavlov

15. Might is Right is the motto of-----.

- a. **Autocratic Model**
- b. Custodial Model
- c. Supportive Model
- d. Collegial Model

16. ----- refer to the aggregate of personal contacts and interaction and the network of relationships among individuals obtained in all formal groups.

- a. Command Groups

- b. Interest Groups
- c. Friendship Groups
- d. Informal Groups**

17. An assistant regional transport officer and his two transport supervisors, is an example of---

- a. Task Group
- b. Formal Group
- c. Command Group**
- d. Informal Group

18.----- is the father of Quality Control Circle.

- a. Kaoru Ishikawa**
- b.C.N.Garg
- c. Reisel
- d. Weschler and Massarik

19. ----- defines as Quality circles means, “A *small group of employees in the same work area or doing similar type of work that voluntarily meets regularly for about an hour every week to identify, analyze ad resolve work-related problems.*”

- a. IAQC
- b. Quality Circle Forum of India**
- c. Kaoru Ishikawa
- d. Both a and b

20. How many types of informal communication networks?

- a. 3
- b. 4**
- c. 5
- d. 6

21. Which of the following statement is correct?

- a. Grapevine refers to the informal communication system.

- b. The term arose during the Civil War days when intelligence telegraph lines were tied loosely from tree to tree just like a grapevine.
- c. Davis found that in normal work situations, more than three-fourths of grapevine information is accurate.
- d. As grapevine stems from social interaction, it is highly varied and dynamic in nature.

Options: 1) Only a 2) Only b 3) b, c , d **4) All of the above**

22. ----- formulates goals and guidelines for Quality Circle activities.

- a. Facilitators
- b. Steering Committee**
- c. Coordinator
- d. All of the above

23. ----- is defined as “*a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.*”

- a. Team**
- b. Group
- c. Team Development
- d. Team Building

24. Sundstrom, Kenneth and Futrell classify teams into-----categories based on the purposes for which they are formed.

- a. 3
- b.4**
- c.5
- d.6

25. Research groups, planning teams, engineering teams and task forces comes under which type of teams?

- a. Advisory teams
- b. Production teams
- c. Project teams**
- d. Action teams

26. ----- identifies following stages of team development i.e. Forming, Storming, Norming and Performing.

a. Handy

b. Woodcock

c. Samtel

d. None of the above

27. Robbins classifies teams into following categories based on their objectives:

a. Problem-solving teams

b. Self-managed teams

c. Cross-functional teams

d. Production teams

Options: 1) a, b 2) a, c, d **3) a, b, c** 4) a, b, c, d

28. Armstrong defines, “----- as a structured attempt to improve and develop the effectiveness of a group of people who work together, permanently or temporarily.”

a. Team building

b. Groups

c. Team working

d. Conflict Management

29. Which technique is used in team building to help in making decisions?

a. GYRO

b. Key process management

c. Daily process management

d. Cost-benefit analysis

30. Performance appraisal by supervisors, peers, subordinates, employees themselves, users of service and consultants like all these parties is called-----.

a. Forced Distribution Method

b. Ranking Method

c. Paired Comparison Method

d. 360⁰ Performance Appraisal

31. ----- is generally defined as hampering other's effort by blockage, causing his frustration.

a. Conflict

b. Competition

c. Hostility

d. Antagonism

32. Choose the correct option;

a. Conflicts has both functional and dysfunctional consequences.

b. Communication gaps hamper collaboration and foster misunderstandings.

c. Personal characteristics and value systems can be a source of conflict.

d. Conflict arises from motivational factors.

Options: 1) Only b and d 2) Only a and c 3) a, b, c **4) All of the above**

33. Likert and Likert analyze some general causes of conflict created by modern society. These include _____, change, research, and modern technology.

a. realized expectations

b. unrealized expectations

c. leadership quality

d. personal variables

34. Internalized or intrapersonal conflict occurs within an individual, and can be further classified as -----

a. Frustration

b. Role conflict

c. Goal conflict

d. Emergent

Options: 1) a, b 2) a, c, d **3) a, b, c** 4) a, b, c, d

35. ----- has been defined as the simultaneous occurrence of two (or more) role sending's such that compliance with one would make more difficult compliance with the other.

a. Goal conflict

b. Role conflict

c. Organizational conflict

d. None of the above

36. -----conflict is the outcome of hierarchy-based incompatibility.

a. Individual

b. Organization

c. Functional

d. Hierarchical

37. ----- conflict originates from division of work.

a. Institutionalized

b. Organization

c. Functional

d. Hierarchical

38. Which conflict arises when there is *failure in exchange of information in the decision-making process leading to breakdown of cooperation* ?

a. Pseudo –conflict

b. Formal conflict

c. Substantive conflict

d. Political conflict

39. Approaches to conflict management include the following:

a. Dominance

b. Avoidance

c. Smoothing

d. Compromise

e. Bargaining

Choose the correct option/s.

1) a, b, c

2) b and d

3) c, d, e

4) a, b, c, d, e

40. State whether following sentence is *correct or incorrect*;

a. Bargaining can be distributive, integrative or mediating.

b. Manager should be able to diagnose a conflict.

- c. Bargaining can reduce conflict.
- d. System structuring should be designed to minimize organizational stress.

Options:

- 1) Only a and c are *correct*.
- 2) Only a and b are *incorrect*.
- 3) Only d is *incorrect*.
- 4) All are *correct*.**

41. Woodcock suggests four stages of team development; these are as follows-

- a. Underdeveloped stage
- b. Experimental stage
- c. Consolidated stage
- d. Maturity stage

Choose the correct option/s.

Options: 1) a, b, c 2) b, c, d 3) Only a and c **4) All the above**

42. Choose the correct option/s:

- a. Team building is a structured attempt to develop group effectiveness.
- b. Managers must be effective team leaders.
- c. Team working enhances quality, productivity and cut costs.

Options: 1) Only b 2) Only c **3) All of the above** 4) None of the above

43. Training of team building facilitates the following goals:

- a. It enhances awareness of the social processes taking place within the teams.
- b. It improves interpersonal skills of team members so that they work effectively in their roles.
- c. It improves the overall effectiveness of team working.

Which of the above statement/s are correct/s?

Options: 1) Only a 2) Only b 3) a and c only **4) All of the above**

44. The approaches largely used by trainers in their team building programs include:

- a. Action learning
- b. Group dynamics
- c. Group exercises
- d. Interactive video
- e. Role playing
- f. Simulation

Choose the correct options:

- 1) a, c, d

2) b, d, f

3) a, b, d, e, f

4) All of the above

45. Most conflicts have their roots in uncertainty & negotiation is a way of managing the-----.

a. Resultant Risk

b. Failure

c. Uncertainty

d. Inputs

46. Contracts between a firm & its suppliers, its trade unions & its customers are written to govern the settlement of-----.

a. Potential Risk

b. Potential uncertainty

c. Potential Risk

d. Potential Failure

47. Brute force can be a time-honored method for-----.

a. Resolving uncertainty

b. Resolving conflicts

c. Removing errors

d. Removing Risk

48. When one disputant is forced to litigation then----- style is not possible.

a. Compromising

b. Integration

c. Authoritative

d. Avoiding

49. In dual concern model the style which represents a low level of concern for both self and other known as-----

a) Avoiding

b) Dominating

c) Obliging

d) Comprising

50. Third party usually helps, clarifies & grounds each disputing party's alternatives to agreement in-----.

a. Reality testing

b. Litigation

c. Negotiation

d. Dispute

MCQ with answers on change management

1) In circumstances of incremental change, strategic change is likely to be more successful if:

- A. It is imposed
- B. It is owned by the senior manager
- C. It is internalized and owned by those who will implement it**
- D. It is facilitated by management consultants

2) 'Logical instrumentalism' can be described as:

- A. Careful design and planning
- B. Emergent**
- C. Cautious resource allocation
- D. Top management rational analysis

3) Organizations that are good at developing relevant capabilities to respond to a Changing context are known as:

- A. Knowing organizations
- B. Stretch organizations
- C. Learning organizations**
- D. None of the given options

4) Which of the following contexts would most suit a transformational leader?

- A. An organization that is in trouble**
- B. An organization that is performing well
- C. An organization in a stable environment
- D. An organization in a mature industry

5) Theorists have identified two main styles of leadership. These are Transformational leadership and:

- A. Transgression leadership
- B. Transactional leadership**
- C. Transparent leadership
- D. Transcendental leadership

6) Which of the following theories operate on a multiple entity?

- A. Life cycle and teleological theories
- B. Teleological and dialectical theories
- C. Dialectical and evolutionary theories**
- D. Evolutionary and life cycle theories

7) An approach in which an external consultant recommends a solution to organizational problems according to technical view point, is known as:

- A. Expert system approach**
- B. Devil's advocate approach
- C. Dialectical inquiry approach
- D. External analysis approach

8) Which of the following is considered as best decision making approach?

- A. Expert system approach
- B. Devil's advocate approach
- C. Dialectical inquiry approach**
- D. External analysis approach

9) How many stages of biological evolution are there?

- A. Five
- B. Four

C. Three

D. Two

10. Which of the following defines “the creation of novel forms of organizations are often viewed to emerge by blind or random chance”?

A. Variation

B. Selection

C. Retention

D. Collection

11. What does QMM stand for?

A. Quality Marketing Management

B. Quality Management Marketing

C. Quality Movement Management

D. Quality Management Movement

12. Identify a theory according to which environment plays decisive role in the selection of forms, processes and practices in organization.

A. Life cycle theory

B. Teleological theory

C. Dialectical theory

D. Evolutionary theory

13. What does the acronym TQM stand for?

A. Total Quality Manufacturing

B. Total Quality Measurement

C. Total Quality Management

D. Total Quantitative Method

14. In terms of organizational change, “maintenance of the status quo” represents:

A. Stability

B. Opposition

C. Instability

D. Contradiction

15. Identify the correct order of dialectical cycle.

A. Thesis-Antithesis-Synthesis

B. Synthesis-Antithesis-Thesis

C. Thesis-Synthesis-Antithesis

D. Antithesis-Synthesis-Thesis

<http://www.vuzs.info/>
[_http://groups.goole.com/group/vuzs](http://groups.goole.com/group/vuzs)

1. According to Pettigrew the important aspects of the outer context include:

a. The extent of regulation in the industry in which an organization is located

b. The presence of other influential stakeholders

c. Both (a) and (b)

d. None of the given options

2. Which of the following are characteristics of transformational change?

a. systemic and revolutionary

b. triggered by environmental disruptions

c. driven by all employees

d. Both (a) and (b)

3. Among the most common and influential forces of organizational change are the emergence of new competitors and _____.

- a. Innovations in technology
- b. new company leadership
- c. evolving attitudes towards work

d. All the given options.

4. Organizational learning interventions emphasize which of the following?

- a. social processes
- b. organizational structure
- c. shared knowledge

d. Both (b) and (c)

5. Motivating change, Managing the transition and Shaping the political dynamics of change are prerequisites for installing a change in an organization recommended by _____

- a. Alex miller
- b. Nadler**
- c. Simon
- d. Snow Charles

1. Which of the following strategies refers to slow, gradual or incremental type of change in terms of strategic management?

A. Internal development

- B. External development
- C. Revolutionary development
- D. Radical development

2. Joint venture is an example of which of the following?

A. Internal development

B. External development

- C. Revolutionary development
- D. Radical development

3. Which of the following is one of the dimensions of Greiner's Model?

- A. Growth rate of the company
- B. Growth rate of the market
- C. Growth rate of the economy

D. Growth rate of the industry

4. Which of the following is a characteristic of the period of delegation phase?

- A. Long hours of work are rewarded by modest salaries
- B. Incentives, budgets, and work standards are adopted
- C. Accounting systems for inventory and purchasing are introduced

D. Profit centers and bonuses are used to stimulate motivation

5. According to Greiner, in his five phases of growth model, what type of crisis follows phase 1 (growth through creativity)?

- A. Crisis of control
- B. Crisis of autonomy

C. Crisis of leadership

D. Crisis of growth

6. When procedures take precedence over problem solving and innovation is dampened, which of the following crisis is created?

- A. Control crisis
- B. Autonomy crisis
- C. Leadership crisis

D. Red tape crisis

7. Identify leading proponents of organization ecology model.

A. Hannan and Freeman

- B. Weber and Taylor
- C. Schein and Quinn
- D. Mintzberg and Fayol

8. Which of the following is an internal source of structural inertia?

A. Sunk cost

- B. New technology
- C. Government regulations
- D. Social legitimacy

9. Identify a scholar who defined specie as "a form of organization that exists through generations of individual organizations which are members of the specie".

- A. Weber
- B. Hannan

C. McKelvey

- D. Taylor

10. Organizational birth rates and death rates refer to:

A. Vital rates

- B. Growth rates
- C. Inflation rates
- D. Reduction rates

1. In environmental determinants, the change in _____ is more crucial.

a) Technology

- b) Organization structure
- c) Government policies
- d) None of these

2. According to _____, the organization's structure consists of five parts including jobs, the authority to do those jobs; the grouping of jobs in a logical fashion, the manager's span of control and the mechanisms of coordination.

- a) Pettigrew
- b) Kimberly

c) Higgins

- d) Taylor

The organization with narrow span has a disadvantage of _____.

a) Having many levels of management

- b) Close control
- c) Close supervision
- d) Fast communication

The management style where management flows from top level to lower levels in organizational hierarchy is called _____.

- a) Decentralized system

b) Top down management system

- c) Management by objective
- d) Management orientation

Successful organizations spend a great deal of their time on _____

a) Strategy execution

- b) Strategy planning
- c) Strategy formation
- d) Monitoring and controlling

1) Which of the following theories of change posit that individuals and organizations exist in a pluralistic world filled with conflicting interests, ideas, and values?

- A. Life cycle
- B. Teleological

C. Dialectical

D. Evolutionary

2) Which of the following is a dimension of organization structure?

A. Departmentalization

B. Span of control

C. Hierarchy layer

D. All of the given options

3) Which of the following is Not included in McKinsey 7 S framework?

A. Strategy

B. Structure

C. System

D. Safety

4) Which of the following areas is Not one of the four key areas that strategic change seeks to influence?

A. People

B. Technology

C. Formal organisation structures

D. Informal organisation structures

5) In psychology the observation that people often do (or believe) things because many other people do (or believe) the same is called _____.

A. Band wagon effect

B. Benchmarking

C. Fashion

D. Trend

-

1- "Changes should not be considered only in terms of the process but should also be considered from historical, cultural and political features." Above statement is given by:

a) Andrew M Pettigrew

b) Instance Berg

c) Philips Kotler

d) None of the above

2-Outer context refers to all the given options except:

a) Economic environment

b) Competitive environment

c) Political environment

d) Corporate environment

Answer: d page 73

Outer

context refers to the social, political, economic, business and competitive environment in which the firm operates. Inner context refers to the structure, corporate culture and political context within the firm through which ideas for change have to proceed.

3-The process of change refers to _____, _____ and _____ from the various interested parties.

a) Thinking, implementing and modifying

b) Action, reaction and interaction

c) Modernization, articulation and appreciation

d) Efforts, emotions and prayers

4-The process in the organization in turn depends upon the following except:

- a) Change management
- b) Pattern through time
- c) Formulation /implementation process
- d) Political and cultural views of the firms**

5-SOC is the abbreviation of:

- a) Strategic and operational client
- b) Strategic organizational change
- c) Structural and operational control**
- d) Sources of change

6-This is stated to be the requirement of ISO certification that that each and every member should know what their mission, vision, and values are:

- a) ISO 9000 series standards
- b) ISO 14000 series standards
- c) Both (a) and (b)
- d) Malcom Baldrige Awards**

7-In recruitment the following policy (ies) is:

- a) Whether to hire from within**
- b) Hire from market
- c) Both (a) and (b)
- d) None of the Above

8- _____ are objects, events, acts or people which express more than their intrinsic context.

a) Habits

- b) Values
- c) Symbols
- d) All of the above

9- Interview procedure that shows a mechanistic and hierarchical organization is:

- a) Formal interview
- b) Informal interview
- c) Longitudinal interview**
- d) One that is conducted with great care and didn't depict anything

10-More specific tactics of change which might be employed to facilitate change process are:

- a) 4**
- b) 7
- c) 3
- d) 6

1. One of the advantages of a narrow span of control is that:

- a. Employees can take more Holidays
- b. A manager can more easily communicate with employees**
- c. Feed back is no longer required from employees
- d. Fewer appraisals need to be written each year.

2. **A tall organization has:**

- a. A small number of managers with wide span of control
- b. A small number of managers with narrow span of control
- c. A large number of managers with wide span of control
- d. A large number of managers with narrow spans of control**

3. **Which of the following would you not expect to find at an organization that possesses a very strong culture?**

- a. The company has a profound slogan that is proudly displayed throughout the organization.
- b. The organization provides an extensive training program for newly hired employees.
- c. The organization uses an in-depth selection process for all potential job candidates.
- d. The organization only engages newspaper advertisements to fill vacant job positions.**

4. **Of the forces that shape the ethics of an organization's managers, which one would be comprised of government regulations, special interest groups, and global market forces?**

- a. Organizational culture
- b. Personal ethics
- c. External stakeholder's**
- d. Organizational systems

5. **Organizational restructuring is an example of _____ change.**

- a. strategic**
- b. transformational
- c. structural
- d. incremental

1- Three crucial determinants to make the change plan and strategy effective are environmental, structural and _____.

- a) Managerial style
- b) managerial constraints
- c) Management orientation**
- d) Infrastructure feasibility

2-Change in environment will be coupled with all except;

- a) Change in services
- b) Target the customer at some other market place
- c) Change in stakeholders**
- d) Development of a new product.

3-If organization production strategy is based on quality production then it should not go for _____ type of strategy.

- a) Differentiation Specialty
- b) cost leadership**
- c) cost volume
- d) none of the above

4-prerequisites for organizational change according to _____ are motivating change, managing the transition and shaping the political dynamics of change:

- a) Nalder**
- b) Robert Waterman
- c) Thomas Peters

d) Bullock and Batten

5-The organization dealing in many business, estimates growth potential and losses for its business will go for _____ in those which are in loss.

- a) Market penetration
- b) Divestment**
- c) Restructuring
- d) none of the above

6-_____ strategy assists business strategies.

- a) Operational
- b) Functional**
- c) Production
- d) Process

7- The four most common leadership styles include all except:

- a) Authoritarian Style
- b) Consensus oriented Style
- c) Aggressive style**
- d) Democratic Style

8- One of the techniques to promote cross-functionalism is of_____.

- a) Greater interaction
- b) Job specification
- c) Job rotation**
- d) All of the above

9-Managing _____are critical to successfully leading organizational change:

- a) Values and cultural artifacts**
- b) Socio cultural aspects
- c) Cultural and demography
- d) All the above

10- Strategic performance is a derivative of the other _____'S's

- a) 4
- b) 7**
- c) 3
- d) 6

CORPORATE GOVERNANCE

Multiple Choice Questions

1. The framework for establishing good corporate governance and accountability was originally setup by

- a) Nestle committee
- b) Rowntree committee
- c) Cadbury committee
- d) Thornton committee

2. Which of the following is not one of the underlying principles of the corporate governance combined code of practice?

- a) Accountability
- b) Openness
- c) Acceptability
- d) Integrity

3. External audit of the accounts of a limited company is required?

- a) Because it is demanded by the company's bankers
- b) By the companies act 2006
- c) At the discretion of the shareholders
- d) To detect fraud

4. Directors responsibilities are unlikely to include

- a) a duty to keep proper accounting records
- b) a fiduciary duty
- c) a duty to propose high dividends for shareholders
- d) a duty of care

5. A company may become insolvent if it

- a) makes a loss
- b) has negative working capital
- c) cannot meet its budgeted level of profit
- d) cannot pay creditors in full after realisation of its assets

6. Fraudulent trading may be
- a) a criminal offence committed only by directors of a limited company
 - b) a civil and a criminal offence committed by an employee
 - c) a civil and a criminal offence committed only by directors of a limited company
 - d) a civil offence committed by an employee
7. A director of a limited company may not be liable for wrongful trading if he or she
- a) increased the valuation of its inventories to cover any potential shortfall
 - b) brought in some expected sales from next year in to the current year
 - c) took every step to minimise the potential loss to creditors
 - d) introduce into the balance sheet an asset based on a valuation of its brands sufficient to meet any shortfall
8. Disqualification of directors may result from breaches under the
- a) Health and Safety Act
 - b) Financial Services Act
 - c) Sale of Goods Act
 - d) Companies Act
9. According to clause 49 on independent directors. What should be minimum age of independent director.
- a) 21
 - b) 22
 - c) 23
 - d) 24
10. who formed the ICGN?
- a) European governments
 - b) US share holders
 - c) Pension funds
 - d) Stock markets
11. A company cannot issue redeemable preference shares for a period exceeding
- a) 5 years
 - b) 10 years
 - c) 15 years
 - d) 20 years
12. which one is the dimension(approach) of corporate social responsibility?
- a) Corporate philanthropy
 - b) Stake holders priorities and sustainable development
 - c) Ethical business
 - d) All of the above
13. According to clause 49 on independent directors. What can be maximum tenure of independent director.
- a) 2 terms of 5 years each
 - b) 3 terms of 5 years each
 - c) 2 terms of 10 years each
 - d) 3 terms of 4 years each

14. According to section 179 which one of the following is a power of director?
- a) To buy back its shares
 - b) Sell lease or otherwise dispose of the undertakings of the company
 - c) Remit or give time for the repayment of any debt due by a director
 - d) Making political contributions exceeding specified limits
15. What is kieretsu
- a) Pension fund
 - b) Corporate group
 - c) Stock exchange
 - d) Futures Market
16. The concept of Corporate Social Responsibility originated in which time period?
- a. 1920's and 1930's
 - b. 19th Century
 - c. 1980's and 1990's
 - d. 1960's and 1970's
17. Worldwide, about _____ percent of businesses in the private sector are small or medium sized.
- a. 80
 - b. 85
 - c. 90
 - d. 99
18. The generally accepted definition of a small business is one with _____ or fewer employees.
- a. 10
 - b. 20
 - c. 25
 - d. 50
19. The generally accepted definition of a medium business is one with _____ or fewer employees.
- a. 50
 - b. 100
 - c. 200
 - d. 250
20. In the United States, small or medium sized businesses provide over _____ percent of total employment.
- a. 25
 - b. 40
 - c. 50
 - d. 75
21. Owners of stock in a corporation are only liable for _____.
- a. the amount they have invested in the company's stock
 - b. their personal assets
 - c. the amount they have invested in the company's stock and their personal assets
 - d. none of the above.
22. A _____ of an issue consists of weighing and balancing all of the competing demands on a firm by each of those who have a claim on it.
- a. stakeholder analysis
 - b. board of directors analysis
 - c. corporation analysis
 - d. management analysis

23. The _____ that corporations must meet is “do no harm”.
- a. moral obligation
 - b. moral minimum
 - c. moral requirement
 - d. moral duty
24. In large corporations, the _____ is/are the legal overseers of management.
- a. CEO
 - b. shareholders
 - c. board members
 - d. none of the above
25. The _____ position is that a corporation can and should be evaluated not only in terms of its financial bottom line, but also in terms of its environmental bottom line and its social/ethical bottom line.
- a. Bottom line
 - b. Double Bottom line
 - c. Triple Bottom line
 - d. Final line
26. Triple Bottom Line reporting refers to:
- a. using a low, medium and high estimates for profitability forecasts.
 - b. measuring the impact of the firm on stockholders, customers and employees.
 - c. measuring the social, environmental, and financial performance of the firm.
 - d. measuring the impact of local, state, and federal governments on the firm.
27. Corporate governance can be defined as:
- a. the system used by firms to control the actions of their employees.
 - b. the election process used to vote in a new Board of Director.
 - c. the corporate compliance system used by the firm.
 - d. the system used by firms to identify who the critical stakeholders are for the firm.
28. The system that is used by firms to control and direct their operations and the operations of their employees is called:
- a. Corporate Compliance.
 - b. Corporate Governance.
 - c. Corporate Control.
 - d. Corporate Directive.
29. Which board of directors committee is responsible for the guidelines on how the board of directors should operate.
- a. Operating
 - b. Corporate governance
 - c. Corporate compliance
 - d. Guiding
30. The Sarbanes-Oxley Act was a direct response to which ethics scandals?
- a. Tyco
 - b. WorldCom
 - c. Enron
 - d. None of the above.

31. What is the name of the process in which an employee informs another responsible employee in the company about potentially unethical behavior?

- a. Whistle-blowing
- b. Purging and releasing
- c. Identification
- d. Information transfer

32. There are _____ conditions that, if satisfied, change the moral status of whistle blowing.

- a. three
- b. four
- c. five
- d. six

33. An example of a whistle blower whose actions were a form of internal government whistle blowing is:

- a. Sherron Watkins.
- b. Coleen Rowley.
- c. Cynthia Cooper.
- d. Lee Iacocca.

34. One whistle blower the text mentions is Cynthia Cooper who was the vice president of internal audit at _____.

- a. Enron
- b. WorldCom
- c. Tyco
- d. none of the above

35. One classic example of whistle-blowing is the:

- a. Ford Pinto case.
- b. Lincoln case.
- c. Toyota case.
- d. none of the above.

36. A whistle-blower:

- a. doesn't have to be a past or present member of the organization.
- b. doesn't have to report activity that is illegal, immoral, or harmful.
- c. is any employer who spreads gossip.
- d. far from being disloyal, may be acting in the best interest of the organization.

37. The Sarbanes-Oxley Act:

- a. makes it easier to fire whistle blowers.
- b. reduces the law's protection of employees who disclose securities fraud.
- c. makes it illegal for executives to retaliate against employees who report possible violations of federal law.
- d. provides penalties for blowing the whistle illegitimately or maliciously.

38. Inside traders ordinarily defend their actions by claiming that they don't injure:

- a. their boss.
- b. their family.
- c. the government.
- d. any one.

39. Shareholders have the right to know all except:

- a. Information on the management of the corporation

- b. Trade secrets
 - c. The companies financial position
 - d. The companies general plans for the future.
40. Which act provides sweeping new legal protection for employees who report possible securities fraud making it unlawful for companies to “discharge, demote, suspend, threaten, harass, or in any other manner discriminate against” them?
- a. Sarbanes-Oxley Act of 2002
 - b. Foreign Corruption Act
 - c. Economic Espionage Act
 - d. U.S. vs. O’Hagan
41. What is meant by the phrase CSR?
- a) Corporate Social Responsibility
 - b) Company Social Responsibility
 - c) Corporate Society Responsibility
 - d) Company Society Responsibility
42. What is meant by the phrase 'teleological ethics'?
- a) Is used to judge is an action is right, fair and honest.
 - b) An action can only be judged by its consequences
 - c) Developing the individual personal characteristics
 - d) The key purpose of ethics is to increase freedom.
43. What, according to Adam Smith, is the best way to promote collective interest?
- a) Through government making decisions about what is in the public interest.
 - b) Through everyone working together to support each other.
 - c) Through everyone working on their own self interest
 - d) Through individuals forgoing their personal interest for the good of the collective.
44. Why, according to stakeholder theory, is it in companies' best interests to pay attention to their stakeholders?
- a) If firms only act in their own self-interest employees may feel exploited.
 - b) If firms only act in their own self-interest government might put more regulation on them.
 - c) If firms only act in their own self-interest customers might not like the image that the company portray.
 - d) If firms only act in their own self-interest and inflict harm on stakeholders then society might withdraw its support.
45. What is the enlightened self-interest model of CSR?
- a) That it is in an organization's own best interest to put itself first rather than its ethics.
 - b) That it is in an organization's best interest to consider what a shareholder would want.
 - c) That it is in an organization's own best interest to act in an ethical way.

d) That it is in an organization's own best interest to follow the legislation and abide by the law.

46. What is green washing?

- a) Transforming products to be more ethical.
- b) Making a product appear more ethical than it really is.
- c) Converting the company to green production methods.
- d) Convincing customers to buy ethically.

47. What is triple bottom line?

- a) An accounting tool that looks at the impact on people, planet and profits.
- b) A management strategy which states all the attention should be on profits.
- c) An accounting tool that looks at cost, profit and loss.
- d) A management strategy which focuses on corporate social responsibility.

48. A _____ sets out the purpose and general direction for the organisation?

- a) Mission statement
- b) Purpose statement
- c) Vision
- d) Profit statement

49. Which of the following would most effectively act as the primary objective of a business organisation?

- a) To make a profit
- b) To procure resources
- c) To communicate with shareholders
- d) To mediate between the organisation and the environment

50. What is the purpose of a balanced scorecard?

- a) To measure contribution of people to business growth
- b) To combine a range of qualitative and quantitative indicators of performance
- c) To relate business performance to customer satisfaction
- d) All of the above

51. Which of the following does the term Corporate Social Responsibility relate to?

- a) Ethical conduct
- b) Environmental practice
- c) Community investment
- d) All of the above

52. Who are organisational stakeholders?

- a) Government
- b) Employees
- c) Customers
- d) All of the above

53. What is Ethics to do with?

- a) The wider community
- b) Business
- c) Right and wrong
- d) Nothing

54. Which of the following is an example of an area where business ethics apply?

- a) Conduct of international operations
- b) Nowhere
- c) In the personal life of staff
- d) None of the above

55. Which legislation relates to the concept of business ethics?

- a) Freedom of Information Act
- b) Food Act
- c) Building regulations
- d) All of these

56. The four types of social responsibility include:

- a) legal, philanthropic, economic, and ethical
- b) ethical, moral, social, and economic
- c) philanthropic, justice, economic, and ethical
- d) legal, moral, ethical, and economic

57. The _____ dimension of social responsibility refers to a business's societal contribution of time, money, and other resources.

- a) Ethical
- b) Philanthropic
- c) Volunteerism
- d) Strategic

58. Stakeholders are considered more important to an organization when:

- a) they can make use of their power on the organization
- b) they do not emphasize the urgency of their issues
- c) their issues are not legitimate
- d) they can express themselves articulately

59. A _____ is a problem, situation, or opportunity requiring an individual, group, or organization to choose among several actions that must be evaluated as right or wrong.

- a) Crisis
- b) ethical issue
- c) indictment
- d) fraud

60. Which moral philosophy seeks the greatest good for the greatest number of people?

- a) Consequentialism
- b) Utilitarianism
- c) Egoism
- d) Ethical formalism

61. What type of justice exists if employees are being open, honest, and truthful in their communications at work?

- a) Procedural
- b) Distributive
- c) Ethical
- d) Interactional

62. A high-commitment approach to environmental issues may include all of the following except:

- a) risk analysis
- b) stakeholder analysis
- c) green-washing
- d) strategic sustainability auditing

63. Better access to certain markets, differentiation of products, and the sale of pollution-control technology are ways in which better environmental performance can:

- a) increase revenue
- b) increase costs
- c) decrease revenue
- d) decrease costs

64. Most companies begin the process of establishing organizational ethics programs by developing:

- a) ethics training programs.
- b) codes of conduct.
- c) ethics enforcement mechanisms.
- d) hidden agendas.

65. When a firm charges different prices to different groups of customers, it may be accused of:

- a) cultural relativism
- b) money laundering
- c) facilitating payments
- d) price discrimination

66. The social economy partnership philosophy emphasizes:

- a) cooperation and assistance.
- b) profit maximization.
- c) competition.
- d) restricting resources and support.

67. Which of the following is not a driver of responsible competitiveness?

- a) Policy drivers
- b) Development drivers
- c) Business action
- d) Social enablers

68. Which of the following is a problem presented by ethics audits?

- a) They may be used to reallocate resources.
- b) They identify practices that need improvement.
- c) Selecting auditors may be difficult.
- d) They may pinpoint problems with stakeholder relationships.

69. The first step in the auditing process should be to secure the commitment of:

- a) employees.
- b) top executives and directors.
- c) stockholders.
- d) customers.

70. Codes of conduct and codes of ethics

- a) are formal statements that describe what an organization expects of its employees.
- b) become necessary only after a company has been in legal trouble.

- c) are designed for top executives and managers, not regular employees.
- d) rarely become an effective component of the ethics and compliance program.

71. Which of the following is NOT one of the primary elements of a strong organizational compliance program?

- a) A written code of conduct
- b) An ethics officer
- c) Significant financial expenditures
- d) A formal ethics training program

72. _____ are standards of behaviour that groups expect of their members.

- a) Codes of conduct.
- b) Group values.
- c) Group norms.
- d) Organizational norms.

73. In a _____ organization, decision making is delegated as far down the chain of command as possible.

- a) Decentralized
- b) Creative
- c) Flexible
- d) Centralized

74. Managerial ethics can be characterised by all of the following levels except

- a) immoral management
- b) amoral management
- c) demoral management
- d) moral management

75. External audit of the accounts of a limited company is required

- a) because it is demanded by the company's bankers
- b) by the Companies Act 2013
- c) at the discretion of the shareholders
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- a) a fiduciary duty
- b) a duty to keep proper accounting records
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 - c) a civil and a criminal offence committed only by directors of a limited company
 - d) a civil and a criminal offence committed by any employee
80. The OECD argues that corporate governance problems arise because:
- a) Ownership and control is separated
 - b) Managers always act in their own self interest
 - c) Profit maximization is the main objective of organizations
 - d) Stakeholders have differing levels of power
81. An organization that is owned by shareholders but managed by agents on their behalf is conventionally known as the modern:
- a) Conglomerate
 - b) Corporation
 - c) Company
 - d) Firm
82. The modern corporation has four characteristics. These are limited liability, legal personality, centralized management and:
- a) Fiduciary duty
 - b) Stakeholders
 - c) Shareholders
 - d) Transferability
83. What makes a corporation distinct from a partnership?
- a) If the members of a corporation die, the corporation remains in existence providing it has capital
 - b) If the members of a corporation die, the corporation ceases to exist
 - c) A corporation cannot own property
 - d) A corporation cannot be held responsible for the illegal acts of its employees
84. The term 'asymmetry of information' means information in a corporation is:
- a) Transferable to all stakeholders
 - b) Not transferable to all stakeholders
 - c) Not equally transparent to all stakeholders
 - d) Equally transparent to all stakeholders

ANSWER KEY

1	B	21	D	41	A	61	D	81	B
2	C	22	A	42	B	62	C	82	D
3	B	23	B	43	C	63	A	83	A
4	C	24	C	44	D	64	B	84	C
5	D	25	B	45	C	65	A	85	C
6	B	26	C	46	B	66	A	86	D
7	C	27	A	47	A	67	B	87	B
8	D	28	B	48	A	68	C	88	B
9	A	29	B	49	A	69	B	89	A
10	C	30	C	50	B	70	A	90	C
11	D	31	A	51	D	71	C	91	D
12	D	32	C	52	D	72	C	92	B
13	A	33	B	53	C	73	D	93	C
14	A	34	B	54	A	74	C	94	B
15	B	35	A	55	A	75	B	95	D
16	D	36	C	56	A	76	C	96	A
17	C	37	D	57	B	77	D	97	D
18	D	38	D	58	A	78	A	98	C
19	D	39	B	59	B	79	D	99	A
20	C	40	A	60	B	80	A	100	B

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