

# Question Paper

## Organizational Behavior and HRM - I (MB251): July 2008

- Answer all 100 questions.
- Each question carries one mark.

1. Which of the following is a psychological process of recollecting information and past experiences? [<Answer>](#)
- (a) Perception
  - (b) Cognition
  - (c) Encoding
  - (d) Halo effect
  - (e) Intuition.
2. Which of the following statements is/are **true** regarding Organizational Behavior (OB)? [<Answer>](#)
- I. OB provides a set of tools that can be used in analysis at different levels of an organization.
  - II. Social sciences like psychology, sociology, political science, philosophy and economics have also contributed to the discipline of OB.
  - III. A theoretical foundation for an OB model is laid down by the social learning approach.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
3. Which of the following is/are the features of Theory Z organizations? [<Answer>](#)
- I. Organizations offer long-term employment for their employees and invest a considerable amount of money and time in training their personnel.
  - II. Employees are promoted on the basis of their contributions, rather than on their tenure.
  - III. Employees are given cross-functional training.
  - IV. Organizations use only explicit controls.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) (I), (II) and (III) above
  - (e) All (I), (II), (III) and (IV) above.
4. Which of the following is/are **not true** regarding scientific management movement? [<Answer>](#)
- I. It emphasized technical efficiency and mass production in organizations.
  - II. It helped in improving the working conditions of industrial workers.
  - III. It emerged when concepts from psychology, sociology and economics were applied to problems specific to organizations.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) Both (II) and (III) above.
5. Which of the following refers to the vertical expansion of jobs, increasing the degree to which the worker controls the planning, execution and evaluation of his/her work? [<Answer>](#)
- (a) Job rotation
  - (b) Job enrichment
  - (c) Job enlargement
  - (d) Job design
  - (e) Job sharing.
6. The involuntary actions performed by a person without considering the consequences is referred as [<Answer>](#)
- (a) Anchoring
  - (b) Instincts
  - (c) Behavioral audit

- (d) Choice activity
- (e) Defensive behavior.

7. Which of the following statements is/are **true** regarding learning? [<Answer>](#)

- I. Learning is a relatively permanent change.
- II. Learning is not based on experience.
- III. Learning occurs not only through formal training programs but also in an informal and haphazard manner.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (I) and (II) above
- (d) Both (I) and (III) above
- (e) All (I), (II) and (III) above.

8. In early 19<sup>th</sup> century, organizations were relatively small with few specializations and lines of authority. But today's organizations are large and this transition has its own advantages, but it has also given way to certain problems. In this context, managers have to tackle problems relating to organizational [<Answer>](#)

- I. Size.
- II. Complexity.
- III. Technology.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (I) and (III) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.

9. The ability to see things from the other person's point of view, is referred to as [<Answer>](#)

- (a) Ethics
- (b) Locus of control
- (c) Empathy
- (d) Perception
- (e) Psychological contract.

10. Which of the following type of organizations, examines and evaluates all the activities that contribute to the participation of employees in the growth of an organization? [<Answer>](#)

- (a) Exclusionary organization
- (b) Club organization
- (c) Compliance organization
- (d) Affirmative action organization
- (e) Redefining organization.

11. Mentoring programs help the employees to manage diversity in organizations. Which of the following statements is **not true** regarding mentors providing specific benefits to their protégés? [<Answer>](#)

- (a) They offer them emotional support
- (b) They act as role models
- (c) They clarify their doubts but do not provide deeper insights into issues
- (d) They help them acquire the specific skills and knowledge required for the job
- (e) They help them understand the unwritten rules of the company.

12. Many organizations are modifying their culture to prevent employees from being sexually harassed. Which of the following step(s) should be taken by the organizations to create a conducive work environment free from sexual harassment? [<Answer>](#)

- I. The organization should obtain the support of top management for such an initiative.
- II. Organizations should formulate a policy that addresses sexual harassment issues and ensure that the policy can address instances of sexual harassment.
- III. The organization should implement a program which addresses the personal biases of individuals that may lead to sexual harassment.
- IV. The organization should develop and implement programs that bring about a change in the attitude of the individual, not in the behavior.

- (a) Only (II) above
- (b) Only (IV) above
- (c) (I), (II) and (III) above
- (d) (II), (III) and (IV) above

- (d) (II), (III) and (IV) above
- (e) All (I), (II), (III) and (IV) above.

13. Which of the following is/are among the reasons for emergence of diversity? [<Answer>](#)

- I. Changing demographic structure of the workforce.
- II. Government legislations and lawsuits alleging discrimination.
- III. Increasing globalization of firms.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (I) and (II) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.

14. The position created to receive and respond to inquires, complaints, requests for policy clarifications, or allegations of wrongdoing from employees who do not feel comfortable going through normal channels is referred to as [<Answer>](#)

- (a) Ombudsperson
- (b) Liaison officer
- (c) Grievance handler
- (d) Task manager
- (e) Team leader.

15. Communication is essential for achieving managerial and organizational effectiveness. Which of the following statements is/are **true** regarding upward communication? [<Answer>](#)

- I. The upward communication is directive in nature.
- II. Grievance procedure is used to promote upward communication.
- III. Upward communication is an interpersonal process.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (I) and (II) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.

16. A group of people who develop and maintain contact to informally exchange information, generally pertaining to a shared interest is referred to as a/an [<Answer>](#)

- (a) Network
- (b) Grapevine
- (c) Quality circle
- (d) Expert team
- (e) Informal group.

17. Cir is a family-owned Italian firm. Its new CEO recently informed his employees that the company would be experiencing a major restructuring in its European holdings. Its CEO chose to explain the rationale for the restructuring to its stakeholders through a newspaper article. In terms of the communication process, the newspaper served as a/an [<Answer>](#)

- (a) Encoding device
- (b) Channel
- (c) Barrier
- (d) Decoding device
- (e) Feedback device.

18. If an interviewer believes that women give more priority to their family than their professional career, he/she is likely to perceive this characteristic in all female applicants, regardless of whether the applicants feel that way or not. This is an example of which of the following barriers to communication? [<Answer>](#)

- (a) Language
- (b) Selective perception
- (c) Defensiveness
- (d) Filtering
- (e) Noise.

19. When expatriates arrive in a foreign country, they typically go through a series of phases. In which of the following phases do they begin to face unanticipated problems? [<Answer>](#)

- (a) The first phase
- (b) The second phase
- (c) The third phase
- (d) The fourth phase
- (e) They do not face unanticipated problems at all.

20. Which of the following statements is/are **not true** regarding 'Individualism'?

[<Answer>](#)

- I. In individualistic cultures, organizations evaluate their employees on their trustworthiness, loyalty and compatibility with co-workers.
- II. Those cultures that stress the importance of individualism have loosely knit social networks.
- III. In individualistic cultures, employees tend to job-hop.
- IV. In individualistic cultures, considerable attention is given to one's career prospects.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (II) and (III) above
- (d) Both (III) and (IV) above
- (e) (I), (III) and (IV) above.

21. The tendency of a person to take narrow or restricted view on matters is referred to as

[<Answer>](#)

- (a) Rationality
- (b) Parochialism
- (c) Weak norms
- (d) Nepotism
- (e) Perceptual difference.

22. Which of the following is/are **not** among the major political conditions that affect organizational behavior?

[<Answer>](#)

- I. Political Instability.
- II. Nationalistic drive among the local people.
- III. Unequal distribution of wealth.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (III) above
- (e) All (I), (II) and (III) above.

23. Which of the following characteristics listed by Adler and Bartholomew regarding globally competent managers is/are **true**?

[<Answer>](#)

- I. They are not able to simultaneously work with people belonging to different cultures.
- II. They gain cross-cultural skills and adapt themselves to living in other foreign cultures.
- III. They consider foreign colleagues as equals and do not exhibit any features of cultural domination of subordination.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (I) and (II) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.

24. According to Holland's Typology of personality, a person who prefers physical activities that require skill, strength and coordination is said to be

[<Answer>](#)

- (a) Artistic
- (b) Social
- (c) Conventional
- (d) Realistic
- (e) Enterprising.

25. The employees in an organization developed a positive attitude towards the organization and their superiors when they were treated fairly and compensated with equal pay for equal work. But after the new management took over and failed to give them equitable remuneration for their services, they developed a negative attitude towards the organization. The above example refers to which function of attitudes?

[<Answer>](#)

- (a) Adjustment function
- (b) Feedback function
- (c) Ego-defensive function

- (c) Ego-defensive function  
 (d) Value-expressive function  
 (e) Knowledge function.
26. Tom, a top executive at a cigarette manufacturing company, believes that cigarettes are dangerous products and they kill people. This condition can be described as [<Answer>](#)
- (a) Person-situation interaction  
 (b) Machiavellianism  
 (c) Cognitive dissonance  
 (d) Extroversion  
 (e) Emotional dissonance.
27. An individual with a high external locus of control would believe his/her behavior was determined largely by all of the following **except** [<Answer>](#)
- (a) Dependable people  
 (b) Self-initiative  
 (c) Luck  
 (d) Chance  
 (e) Fate.
28. Which of the personality traits refers to an individual's range of interests and indicates how innovative or how rigid he/she is in his/her beliefs? [<Answer>](#)
- (a) Agreeableness  
 (b) Openness to experience  
 (c) Conscientiousness  
 (d) Extraversion  
 (e) Emotional stability.
29. Daniel Levinson proposed that the personality development of an individual progresses with age. This theory was different from other popular theories of the time which held that personality development is associated with events such as [<Answer>](#)
- I. Birth.  
 II. Marriage.  
 III. Parenthood.  
 IV. Retirement.
- (a) Only (I) above  
 (b) Both (I) and (III) above  
 (c) Both (II) and (IV) above  
 (d) (I), (II) and (III) above  
 (e) (II), (III) and (IV) above.
30. Which of the following statements is/are the characteristics of the organizational socialization of employees? [<Answer>](#)
- I. Socialization brings about a change in the attitude, values and behavior of an individual so that they do not contradict organizational values.  
 II. The process of socialization is short-term in nature.  
 III. The initial period of the socialization process is crucial because it determines how well an employee fits into the organization.
- (a) Only (I) above  
 (b) Only (II) above  
 (c) Both (I) and (III) above  
 (d) Both (II) and (III) above  
 (e) All (I), (II) and (III) above.
31. Which of the following statements is/are **not true** regarding Porter-Lawler Model? [<Answer>](#)
- I. Porter-Lawler Model tries to establish a relationship between the efforts, performance and satisfaction of an individual.  
 II. According to Porter and Lawler's model, an employee is rewarded based on his/her performance.  
 III. Performance denotes the amount of energy expended by an individual to perform a specific task.
- (a) Only (I) above  
 (b) Only (II) above  
 (c) Only (III) above  
 (d) Both (II) and (III) above

- (d) Both (II) and (III) above  
(e) All (I), (II) and (III) above.
32. The term in expectancy theory that defines the strength of an individual's preference for a particular outcome is known as [<Answer>](#)
- (a) Expectancy  
(b) Valence  
(c) Instrumentality  
(d) Probability  
(e) Profitability.
33. Which of the following statements is/are **true** regarding agency theory? [<Answer>](#)
- I. The agency theory was developed on the basis of some concepts in macro economics.  
II. An agency relationship is said to exist when one or more individuals, i.e., the principal, engages another person, i.e., the agent, to perform some activity on his/her or their behalf.  
III. The agency theory assumes that the interests of principals and agents sometimes conflict with each other.
- (a) Only (I) above  
(b) Only (II) above  
(c) Only (III) above  
(d) Both (II) and (III) above  
(e) All (I), (II) and (III) above.
34. If Bradley Hak, manager of ABC Corporation, prefers to spend more time maintaining social relationships, joining groups, and wanting to be loved, he would be considered a person who has a high need for [<Answer>](#)
- (a) Affection  
(b) Achievement  
(c) Affiliation  
(d) Activity  
(e) Authority.
35. According to Herzberg's Two-Factor Theory of motivation, which of the following would cause an employee to be motivated rather than have a neutral response towards his/her work? [<Answer>](#)
- I. Promotion to a more challenging job.  
II. An excellent relationship with his/her boss.  
III. Company helicopter privileges to avoid long urban commutes.  
IV. Working for a company that has a no-layoff policy.
- (a) Only (I) above  
(b) Only (II) above  
(c) Only (III) above  
(d) Both (I) and (II) above  
(e) Both (III) and (IV) above.
36. Abraham Maslow, drawing conclusions mainly from his clinical experience, believed that a person's motivational needs could be arranged in a hierarchical order. Which of the following motivation needs are arranged in **correct** hierarchical order? [<Answer>](#)
- (a) Physiological needs, safety needs, love needs, self-actualization needs and esteem needs  
(b) Physiological needs, safety needs, love needs, esteem needs and self-actualization needs  
(c) Physiological needs, love needs, safety needs, esteem needs and self-actualization needs  
(d) Physiological needs, love needs, esteem needs, self-actualization needs and safety needs  
(e) Physiological needs, safety needs, esteem needs, self-actualization needs and love needs.
37. Which of the following theories is based on the perceived fairness or discrepancy between personal contributions and rewards related to what others receive for the same job? [<Answer>](#)
- (a) Expectancy theory  
(b) Attribution theory  
(c) Equity theory  
(d) ERG theory  
(e) Agency theory.
38. Perception is a complex cognitive process and differs from one individual to another, depending on the needs, values and expectations of the individual. The process of perception includes several subprocesses. Which of the following statements is/are **not true** in this regard? [<Answer>](#)

- I. The first subprocess, stimulus, involves an individual taking note of the stimulus received from the environment or recording it in his/her mind.
- II. The aspects of learning, motivation and personality largely affect an individual's interpretation of a situation.
- III. The three subprocesses of perception-registration, interpretation and feedback-are internal cognitive processes that cannot be observed.
- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.
39. The process by which people try to manage or control the perceptions formed by other people about themselves is referred to as [<Answer>](#)
- (a) Impression management
- (b) Adhocracy
- (c) Attitude
- (d) Self efficacy
- (e) Kinesics.
40. Which of the following plays a vital role in understanding relationships, especially relationships like those between the union and the management or the superior and the subordinate? [<Answer>](#)
- (a) Perceptual management
- (b) Perceptual grouping
- (c) Perceptual defense
- (d) Social perception
- (e) Perceptual context.
41. The judgment about a person based on a generalization about the group he/she belongs to, is called [<Answer>](#)
- (a) Stereotyping
- (b) Contrast effect
- (c) Projection
- (d) Halo effect
- (e) Prejudice.
42. The perceiver's personal characteristics play a major role in influencing the way he/she interprets a target. Which of the following is **not** a characteristic of the perceiver? [<Answer>](#)
- (a) Past experience
- (b) Motives
- (c) Novelty
- (d) Attitudes
- (e) Interests.
43. Which of the following statements are **not true** regarding operant conditioning? [<Answer>](#)
- I. According to the operant conditioning theory, consequences determine the behavior that results in learning.
- II. Operant conditioning focuses on reflexive or unconditioned behavior.
- III. In operant conditioning, it is the environmental event following the behavior that determines the strength and frequency of the behavior.
- IV. In operant conditioning, the unconditioned stimulus that serves as a reward is presented every time.
- (a) Both (I) and (II) above
- (b) Both (I) and (III) above
- (c) Both (II) and (III) above
- (d) Both (II) and (IV) above
- (e) Both (III) and (IV) above.
44. Which of the following, states that responses followed by pleasant consequences are more likely to be repeated, while responses followed by unpleasant consequences are less likely to be repeated? [<Answer>](#)
- (a) Attribution theory
- (b) Balance theory
- (c) Cognitive complexity
- (d) Control theory
- (e) Law of effect.

45. All of the following are steps in Organizational Behavior Modification process **except** [<Answer>](#)
- (a) Identifying critical performance behaviors
  - (b) Measuring the critical performance behaviors
  - (c) Developing an effective intervention strategy
  - (d) Carry over behavior from past situations
  - (e) Evaluation of the intervention strategy.
46. Which of the following statements are **true** regarding Hersey and Blanchard's situational theory? [<Answer>](#)
- I. The situational leadership model is also known as 'Life cycle' model.
  - II. According to situational leadership model, the maturity level of the subordinate plays a major role in influencing the leadership style of the superior.
  - III. According to Hersey and Blanchard, leadership styles can be categorized into three types, telling, selling and participating.
  - IV. The leadership style selected by an effective manager depends on the development level of the employee.
- (a) Both (I) and (II) above
  - (b) Both (I) and (III) above
  - (c) Both (II) and (III) above
  - (d) (I), (II) and (IV) above
  - (e) (II), (III) and (IV) above.
47. Which of the following statements is/are **true** regarding Blake and Mouton's managerial grid? [<Answer>](#)
- I. Blake and Mouton developed a two-dimensional matrix model of leadership style.
  - II. People who follow the (1,9) style of leadership have high concern for production and low concern for people.
  - III. Leaders whose behavior falls into the (5,5) style are considered to be fairly effective.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) Both (I) and (III) above.
48. If a manager believes that he/she must adjust his/her management style to meet the specific needs of the situation, this manager is using which of the following management approaches? [<Answer>](#)
- (a) Systems approach
  - (b) Quality of work life
  - (c) Management development
  - (d) Contingency approach
  - (e) Authoritarian management.
49. Which of the following statements is/are **true** regarding self-managing teams? [<Answer>](#)
- I. Self-managing teams are also called as socio-technical team.
  - II. Self-managing teams are given extensive decision-making powers.
  - III. Self-managing teams do not have a team leader.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
50. Which of the following are the three important dimensions of participation? [<Answer>](#)
- (a) Involvement, contribution and responsibility
  - (b) Involvement, attitude and responsibility
  - (c) Values, contribution and responsibility
  - (d) Involvement, contribution and attitude
  - (e) Validity, rationality and outcomes.
51. Which of the following statements is/are **true** regarding quality circles? [<Answer>](#)
- I. The quality circle approach generates in employees a feeling of accomplishment, even though all their suggestions and recommendations may not be implemented.
  - II. Quality circles provide employees with opportunities for achievement, recognition and personal development.

III. Participation through quality circles has a positive influence on employee attitudes towards decision-making and group communication.

- (a) Only (I) above
- (b) Only (II) above
- (c) Both (I) and (II) above
- (d) Both (I) and (III) above
- (e) All (I), (II) and (III) above.

52. Which of the following statements is/are **not true** regarding distributive bargaining?

[<Answer>](#)

- I. The significant feature of this method is that it operates under zero-sum conditions.
- II. In the distributive bargaining approach, each party to the negotiation has a target point, which it hopes to achieve.
- III. In the distributive bargaining approach, each party has a resistance point, which represents the lowest outcome that it would be willing to accept.
- IV. In the distributive bargaining approach if the outcome appears to fall below its resistance point, the party would prefer to accept the outcome.

- (a) Only (I) above
- (b) Only (III) above
- (c) Only (IV) above
- (d) Both (I) and (II) above
- (e) Both (II) and (III) above.

53. Which of the following statements are **true** regarding third-party negotiation?

[<Answer>](#)

- I. As a mediator, the third party serves as an informal communication link between the conflicting parties.
- II. When the third party takes on the role of an arbitrator, he/she has the authority to enforce his/her decision on the conflicting parties.
- III. As a conciliator, the third party uses logical reasoning and persuasion techniques to convince the parties to arrive at an agreement.
- IV. As a consultant, the third party uses conflict management techniques to resolve the differences between the parties in a dispute.

- (a) Both (I) and (III) above
- (b) Both (II) and (III) above
- (c) Both (II) and (IV) above
- (d) Both (III) and (IV) above
- (e) All (I), (II), (III) and (IV) above.

54. Conflicts are common in all organizations and occur when people fail to arrive at a consensus regarding the organizational goals or the means to achieve them. Which kind of conflict may result from role ambiguity?

[<Answer>](#)

- (a) Intergroup conflict
- (b) Intragroup conflict
- (c) Interpersonal conflict
- (d) Intrapersonal conflict
- (e) Structural conflict.

55. Which of the following exists when there is an exchange of inputs and outputs among groups in an organization?

[<Answer>](#)

- (a) Distributive interdependence
- (b) Pooled interdependence
- (c) Integrative interdependence
- (d) Sequential interdependence
- (e) Reciprocal interdependence.

56. The disagreement between two or more individuals or groups over an issue of mutual interest, can be defined as

[<Answer>](#)

- (a) Ethical dilemma
- (b) Conflict
- (c) Divergent thinking
- (d) Convergent thinking
- (e) Perceptual defense.

57. In which of the following types of groups, the members share same values and beliefs but because of the size of the group, they do not interact often with each other?

[<Answer>](#)

- (a) Coalitions
- (b) Membership groups

- (b) Membership groups
- (c) Reference groups
- (d) Secondary groups
- (e) In-groups.

58. It was believed that groups followed a specific sequence in their formation. In which of the following stages of group development, the group becomes fully functional and is involved in activities aimed at achieving the goals defined earlier? [<Answer>](#)

- (a) Forming
- (b) Storming
- (c) Norming
- (d) Performing
- (e) Mourning.

59. Which of the following statements is/are **true** regarding formal leadership? [<Answer>](#)

- I. A formal leader is essential for work groups.
- II. The leader's behavior has a significant impact on group behavior.
- III. The style or behavior exhibited by the leader of the group does not have direct influence on the success or failure of the group.

- (a) Only (I) above
- (b) Both (I) and (II) above
- (c) Both (I) and (III) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.

60. The use of teams is becoming increasingly popular these days. Most of the Fortune 500 companies use various types of teams consisting of employees from diverse managerial and professional backgrounds. Which of the following statements is/are **true** regarding problem-solving teams? [<Answer>](#)

- I. Problem-solving teams generally consist of around 5 to 12 employees from the same department.
- II. Problem-solving teams are temporary teams that deal with some specific problems at the workplace.
- III. Problem-solving teams are asked to suggest solutions to problems and also given the authority to implement their suggestions.

- (a) Only (I) above
- (b) Both (I) and (II) above
- (c) Both (I) and (III) above
- (d) Both (II) and (III) above
- (e) All (I), (II) and (III) above.

61. Acme has a pay system that rewards workers who have completed computer training. They earn a certificate with an incremental increase in their wage rate. This is an example of [<Answer>](#)

- (a) Allowance
- (b) Bonus
- (c) Skill-based pay
- (d) Incentive pay
- (e) Gain sharing system.

62. Which of the following is an attribute of work teams, that results in a level of performance, which is greater than the sum of their individual contribution of the team members? [<Answer>](#)

- (a) Synergy
- (b) Enthusiasm
- (c) Energy
- (d) Initiative
- (e) Entertainment.

63. In which of the following patterns of grapevine, subjective interpretation and filtering of information takes place and this increases the likelihood of the message getting distorted? [<Answer>](#)

- (a) Single strand chain
- (b) Gossip chain
- (c) Probability chain
- (d) Cluster chain
- (e) Rumor chain.

64. Which of the following types of rumors arise during periods of stress and are action-oriented in nature? [<Answer>](#)
- (a) Spontaneous rumors
  - (b) Home stretchers
  - (c) Anxiety rumors
  - (d) Premeditated rumors
  - (e) Curiosity rumors.
65. Which of the following refers to the “patterns of behavior and influence stemming from human interaction within a formal structure”? [<Answer>](#)
- (a) Bounded rationality
  - (b) Cognitive dissonance
  - (c) Informal organization
  - (d) Reinforcement
  - (e) Operant conditioning.
66. Which of the following is **not** a factor responsible for the grapevine? [<Answer>](#)
- (a) Periods of excitement and insecurity brought about by change
  - (b) Involvement of friends and associates
  - (c) Non-availability of recent information
  - (d) Nature of job held by an individual
  - (e) Personality traits of the individual.
67. Which of the following statements are **true** in the context of formal vs. informal organizations? [<Answer>](#)
- I. In a formal organization, control over behavior of members is exercised through norms and sanctions.
  - II. In an informal organization, control is exerted through rewards and punishments.
  - III. Formal organizations grow in size over time.
  - IV. Informal organizations tend to remain small in order to allow their members to maintain personal relationships with one another.
- (a) Both (I) and (II) above
  - (b) Both (I) and (III) above
  - (c) Both (II) and (III) above
  - (d) Both (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
68. Chain of command is the unbroken line of authority that ultimately links each individual with the top organizational position through a managerial position at each successive layer in between. Which of the following statements is/are **true** regarding chain of command? [<Answer>](#)
- I. To understand the concept of chain of command, knowledge about the authority and unity of command is essential.
  - II. Managers are provided with authority to enable them to carry out the responsibilities entrusted to them by the organization.
  - III. The use of self-managed teams has increased the importance of the concepts of chain of command, unity of command and authority.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
69. Max Weber, one of the pioneers of modern sociology, formulated the bureaucratic model of organizations. Which of the following statements are **true** regarding the characteristics of the bureaucratic organization structures? [<Answer>](#)
- I. The duties and responsibilities of all the employees should be clearly defined.
  - II. An organization should have well defined rules and regulations.
  - III. A manager should not be immune to feelings like affection, enthusiasm, hatred and passion.
  - IV. A hierarchical structure for organizations should be set up in which the activities of employees at each level are monitored by employees at higher levels.
- (a) Both (I) and (II) above
  - (b) Both (I) and (III) above
  - (c) (I), (II) and (III) above
  - (d) (I), (II) and (IV) above

- (e) All (I), (II), (III) and (IV) above.
70. Which of the following methods of departmentalization involves breaking down an organization into small, independent units called Strategic Business Units, each of which produces a particular product or service? [<Answer>](#)
- (a) Departmentalization by function
  - (b) Departmentalization by product
  - (c) Departmentalization by geography
  - (d) Departmentalization by process
  - (e) Departmentalization by customer.
71. Decision making in a group involves two phenomena- group polarization and groupthink. Which of the following statements is/are **true** regarding groupthink? [<Answer>](#)
- I. When decisions are made by a cohesive group of individuals, their motivation to appraise and appreciate alternative courses of action are overpowered by their desire for unanimity of decision.
  - II. When members resort to groupthink, they are actually making decisions that are optimal.
  - III. Groupthink causes the members of the group to make sub-optimal decisions, without actually evolving and analyzing the full range of available alternatives.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
72. In order to eliminate the dysfunctionality of groups due to group polarization and groupthink, managers tend to employ other innovative techniques of decision making like brainstorming, nominal group technique and Delphi technique. In this regard, which of the following statements is/are **true** regarding nominal group technique? [<Answer>](#)
- I. The nominal group technique attempts to avoid potential pitfalls of group decision making while taking advantage of the positive features of employee participation.
  - II. While the nominal group technique is implemented only in the idea generation phase of the decision making process, the brainstorming is used in the other phases of decision making viz., the phase of problem identification and that of generation of appropriate criteria for evaluation of alternatives.
  - III. The technique involves participation by all the team members who may be affected by the decision.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
73. Which of the following rules of thumb can be defined as the shortcuts that one learns over a period of time which reduces the necessary thinking in ones work and frees them for other tasks? [<Answer>](#)
- (a) Groupthink
  - (b) Brainstorming
  - (c) Heuristics
  - (d) Group polarization
  - (e) Group problem solving.
74. The degree of politicking engaged in depends on individual as well as organizational factors. It has been proved that political behavior thrives when organizations exhibit certain characteristics. Which of the following is **not** among these characteristics? [<Answer>](#)
- (a) Scarce resources
  - (b) Role ambiguity
  - (c) Culture of the organization
  - (d) Performance appraisals and rewards
  - (e) Enhanced mutual trust.
75. A person's identification with an individual who has desirable resources or personal traits forms the basis for [<Answer>](#)
- (a) Expert power
  - (b) Referent power
  - (c) Reward power
  - (d) Legitimate power
  - (e) Coercive power.

76. Dependency is the most important element in the study of power. The level of dependency depends on [<Answer>](#)
- I. Importance.
  - II. Scarcity.
  - III. Substitutability.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
77. The values and norms which are held by a small minority of members in the organization can be referred to as [<Answer>](#)
- (a) Dominant culture
  - (b) Subcultures
  - (c) Sharedness
  - (d) Positive reinforcers
  - (e) Behavioral management.
78. A call center executive has to attend specified number of calls each day, usually between 50 and 70 per day. This comes under the company's [<Answer>](#)
- (a) Norms
  - (b) Rules
  - (c) Philosophy
  - (d) Dominant values
  - (e) Outcome orientation.
79. Which of the following would **not** be included in the definition of organizational culture? [<Answer>](#)
- (a) Job descriptions
  - (b) Rituals
  - (c) Assumptions
  - (d) Language
  - (e) Beliefs.
80. In order to convince employees to participate in the change process, management should have a clear vision of the outcomes of the plan and how it would benefit the organization and its employees in the long-term. A change plan can succeed only [<Answer>](#)
- I. If reinforcement of the change continues even after the change process has formally ended.
  - II. If the employees are motivated enough to participate voluntarily in the change process.
  - III. If all the concerns of various employee groups are not addressed then there is resistance to change efforts.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) All (I), (II) and (III) above.
81. When the new state of things have a completely different nature from the old state of things, the change is known as [<Answer>](#)
- (a) Zero-order change
  - (b) First-order change
  - (c) Second-order change
  - (d) Third-order change
  - (e) Fourth-order change.
82. Change agents have several tactics for dealing with resistance to change. When a change agent seeks the opinion of the leader among employees resisting to change, not to seek a better decision, but to get his/her endorsement, which of the following tactics is being used? [<Answer>](#)
- (a) Manipulation
  - (b) Negotiation
  - (c) Co-optation
  - (d) Coercion
  - (e) Participation.

83. The model proposed by Kurt Lewin, suggests that organizations should use three steps to introduce permanent change. Which of the following activities **does not** belong to the second stage? [<Answer>](#)
- (a) Advanced equipment is installed
  - (b) Production process and layout is changed
  - (c) Job duties are redefined
  - (d) Employees are asked to demonstrate their new skills before they return to their jobs
  - (e) Do away with old practices and adopt new methods.
84. Individuals can use emotion-focused strategies to reduce stress to manageable levels. Which of the following is **not** an emotion-focused strategy to cope with stress? [<Answer>](#)
- (a) Exercise
  - (b) Time management
  - (c) Companionship
  - (d) Relaxation
  - (e) Recreation.
85. The needs, perception and personalities of people form the basis for individual resistance to change. The employees of a company that introduced new sophisticated machinery, which is likely to replace manual labor, will resist change because of which of the following reasons? [<Answer>](#)
- (a) Habit
  - (b) Economic factor
  - (c) Selective information processing
  - (d) Social factors
  - (e) Security.
86. 'Learning organization' is the generic term given to strategies and initiatives for improving organizational effectiveness. Learning is essential for organizations to survive. In order to ensure that learning occurs continuously, organizations should [<Answer>](#)
- (a) Not encourage innovation and allocate resources for installing advanced equipment and technology
  - (b) Change the organization's structure, but not the organization's culture
  - (c) Change the organization's culture, but not the organization's structure
  - (d) Change the organization's structure and organization's culture
  - (e) Do not change the organization's structure and organization's culture.
87. In the training process, T-group consists of around 10 to 16 individuals, and includes one or two trainers. Here the trainer acts as [<Answer>](#)
- I. Observer.
  - II. Facilitator.
  - III. Change agent.
  - IV. Negotiator.
- (a) Both (I) and (II) above
  - (b) Both (III) and (IV) above
  - (c) (I), (II) and (III) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
88. Among the components of Organization Development (OD) process, which component focuses on the total system, subsystems and processes in the client organization? [<Answer>](#)
- (a) Action component
  - (b) Diagnostic component
  - (c) Implement component
  - (d) Intervention component
  - (e) Process-maintenance component.
89. In the client-consultant relationship, after the contract is agreed upon, the most important issue in their relationship is [<Answer>](#)
- (a) Mutual trust between client and consultant
  - (b) Defining the client system
  - (c) Nature of client's expertise
  - (d) Ability of the consultant to be a model
  - (e) Ethical values.

90. The nature of OD can be explained on the basis of the foundations of organization development and by understanding the OD process and its components. Which component of the OD process ensures that the actions taken are directed towards the achievement of organizational goals and objectives? [<Answer>](#)
- (a) Intervention component
  - (b) Implement component
  - (c) Process-maintenance component
  - (d) Diagnostic component
  - (e) Problem solving component.
91. OD practitioners make use of learning models while implementing OD interventions. In which learning model, an individual learns how to do something before actually doing it? [<Answer>](#)
- (a) Efficiency model
  - (b) Traditional model
  - (c) Cognitive model
  - (d) Deficiency model
  - (e) Advanced model.
92. The objective of OD programs could either be to generate data or formulate action plans based on this data. The data-based nature of OD has some identifiable features. In this context, which of the following statements is/are **false**? [<Answer>](#)
- I. The OD process places more emphasis on the value of data.
  - II. Data pertaining to market information is found more useful in an OD program than data pertaining to human and social processes.
  - III. In OD programs, decisions are made on the basis of empirical facts.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) All (I), (II) and (III) above.
93. Which of the following training programs is carried out at a location away from the job and after the completion of this training program, participants tend to be more sensitive about their own behavior, and the actions of others? [<Answer>](#)
- (a) Action research
  - (b) Sensitivity training
  - (c) Survey feedback
  - (d) Brainstorming
  - (e) The Delphi technique.
94. Which of the following is an intervention useful when team members feel the need to improve cooperation among themselves to resolve conflicts even if it means making some compromises from their side? [<Answer>](#)
- (a) Role negotiation technique
  - (b) Survey feedback
  - (c) Interdependency exercise
  - (d) Force-field analysis
  - (e) Process consultation.
95. Organizations that use Six Sigma concept follow the 'Six Sigma Breakthrough Strategy'. In this strategy, people who play the role of in-house experts and are responsible for disseminating information on Six Sigma throughout the organization are [<Answer>](#)
- (a) Black Belts
  - (b) Green Belts
  - (c) Master Black Belts
  - (d) Blue Belts
  - (e) Champions.
96. Which of the following emphasizes that an individual should know about oneself, accept responsibility for his/her actions, and regulate any dysfunctional behavior that minimizes his/her awareness, authenticity and such other desirable characteristics? [<Answer>](#)
- (a) Self-managed teams
  - (b) Gestalt approach
  - (c) Parallel learning

- (d) Self-actualization
- (e) Harman approach.

97. Force-field analysis is one of the oldest and most widely used interventions for understanding problematic situations and planning corrective actions. Which of the following is the first step in the force-field analysis? [<Answer>](#)

- (a) The driving forces and restraining forces operating in the current state of things are identified
- (b) The current problem situation is identified and defined
- (c) The strong and the weak forces within the driving and restraining forces are identified
- (d) The actions that are needed to sustain the new equilibrium state are planned
- (e) The desired condition is described completely and accurately with all the details of the primary goal of the change program and the desired state of things in future.

98. OD interventions are said to be the action component of organizational development. Which interventions bring about changes in the task, structure, technological processes and in the processes aimed at achieving organizational goals? [<Answer>](#)

- (a) Intergroup team-building interventions
- (b) Structural interventions
- (c) Team interventions
- (d) Group interventions
- (e) Process consultation interventions.

99. OD interventions will help the organizations become more flat, empower employees and improve team performance. Which of the following statements is/are **false** with respect to the strengths of organizational development? [<Answer>](#)

- I. OD runs on certain processes which are fundamentally sound.
- II. OD approaches do not support democratic processes.
- III. OD emphasizes only on the development of technology, but not on the development of individuals.
- IV. OD techniques help in getting people together to discuss organizational matters.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (IV) above
- (d) Both (I) and (IV) above
- (e) Both (II) and (III) above.

100. The changing trends in global economy, workforce, technology and organizations will have a major impact on processes and practices of OD. In this regard, which of the following statements is **false**? [<Answer>](#)

- (a) OD will become a part of organization's operations
- (b) Duration of OD process will be shortened
- (c) The need for clarity regarding OD values will decrease
- (d) The diversity of organizations implementing OD will increase
- (e) OD will increase the scope for learning and innovation.

END OF QUESTION PAPER

## Suggested Answers

### Organizational Behavior and HRM - I (MB251): July 2008

	ANSWER	REASON	
1.	B	<ul style="list-style-type: none"> <li>• Cognition is a psychological process of recollecting information and past experiences.</li> <li>• Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.</li> <li>• Converting a communication message into a symbolic form is encoding.</li> <li>• Halo effect: Drawing a general impression about an individual based on a single characteristic.</li> <li>• Intuition: A feeling not necessarily supported by research.</li> </ul>	<a href="#">&lt;TOP&gt;</a>
2.	E	All three statements are true about OB.	<a href="#">&lt;TOP&gt;</a>

3. D Theory Z organizations use both implicit and explicit controls. Hence option (d) is the answer. [<TOP>](#)
4. C Human resources and organizational behavior emerged when concepts from psychology, sociology and economics were applied to problems specific to organizations. [<TOP>](#)
5. B
- Job enrichment refers to the vertical expansion of jobs, increasing the degree to which the worker controls the planning, execution and evaluation of his/her work.
  - During job rotation, an employee is shifted from one job to another.
  - Job enlargement involves increasing the length and hence the operating time of each cycle of work for the job holder.
  - Job design is the process of structuring work and designating the specific activities at individual or group levels.
  - Job sharing takes place when two or more part-time employees share the work of a full-time employee.
6. B The involuntary action performed by a person without considering the consequences is referred as instincts. [<TOP>](#)
7. D The statements (I) and (III) are true about learning. [<TOP>](#)
- Learning is a relatively permanent change.
  - Learning is based on experience.
  - Learning occurs not only through formal training programs but also in an informal and haphazard manner.
8. E Managers have to tackle problems relating to organizational size, complexity and technology. [<TOP>](#)
9. C The ability to see things from the other person's point of view is referred to as empathy. [<TOP>](#)
10. E
- Redefining organization examines and evaluates all the activities that contribute to the participation of employees in the growth of an organization. [<TOP>](#)
  - Exclusionary organizations allow the domination of one group over others in the workforce on the basis of certain criteria like age, gender, etc.
  - In club organizations, persons who have traditionally held power continue to do so.
  - Compliance organizations attempt to eliminate the discriminatory practices prevalent in exclusionary and club organizations, but do not do so in the true spirit.
  - Affirmative action organizations adopt a proactive approach to the elimination of the discriminatory policies and practices prevalent in the exclusionary and club organizations.
11. C Mentor provide specific benefits to their protégés: [<TOP>](#)
- They offer them emotional support
  - They act as role models
  - They help them acquire the specific skills and knowledge required for the job.
  - They help them understand the unwritten rules of the company.
  - They clarify their doubts and provide deeper insights into issues.
12. C Organizations should take the following steps in order to create a conducive work environment free from sexual harassment: [<TOP>](#)
- The organization should obtain the support of top management for such an initiative.
  - Organizations should formulate a policy that addresses sexual harassment issues and ensure that the policy can address instances of sexual

- harassment.
- The organization should implement a program which addresses the personal biases of individuals that may lead to sexual harassment.
  - The organization should develop and implement programs that bring about a change not only in the behavior but also the attitude of the individual.
13. E All three are among the reasons for emergence of diversity. [<TOP>](#)
  14. A The position created to receive and respond to inquires, complaints, requests for policy clarifications, or allegations of wrongdoing from employees who do not feel comfortable going through normal channels is referred to as ombudsperson. [<TOP>](#)
  15. D Statements (II) and (III) are true about upward communication. The upward communication is non-directive in nature. In the past, when bureaucratic approach was prevalent, upward communication was discouraged. Upward communication is an interpersonal process. Grievance procedure is used to promote upward communication. [<TOP>](#)
  16. A A group of people who develop and maintain contact to informally exchange information, generally pertaining to a shared interest is referred to as a network. [<TOP>](#)
  17. B The transmission of the message using an appropriate medium of communication such as memo, phone call or personal interaction is called as channel. [<TOP>](#)
  18. B If an interviewer believes that women give more priority to their family than their professional career, he/she is likely to perceive this characteristic in all female applicants, regardless of whether the applicants feel that way or not. This is an example of selective perception. [<TOP>](#)
  19. B Expatriates begin to face unanticipated problems in the second phase. [<TOP>](#)
  20. A In individualistic cultures, organizations evaluate their employees on the basis of their personal, educational and professional achievements. In collectivistic cultures, organizations evaluate their employees on their trustworthiness, loyalty and compatibility with co-workers. [<TOP>](#)
  21. B The tendency of a person to take narrow or restricted view on matters is referred to as parochialism. [<TOP>](#)
  22. C Unequal distribution of wealth is an economic condition and not a political condition. [<TOP>](#)
  23. D They are able to simultaneously work with people belonging to different cultures. [<TOP>](#)
  24. D According to Holland's typology of personality, a person who prefers physical activities that require skill, strength and coordination is said to be realistic. [<TOP>](#)
  25. A The adjustment function: People modify their attitudes to adjust to their work environment. Such attitudes help employees adapt to their environment and form the basis for their future behaviors. [<TOP>](#)
  26. C Cognitive dissonance refers to the incompatibility that an individual may perceive between two or more of his/her attitudes, or between his/her behavior and attitudes. [<TOP>](#)
  27. B An individual with a high external locus of control would believe his/her behavior was determined largely by dependable people, luck, chance and fate. [<TOP>](#)
  28. B Openness to experience refers to an individual's range of interests and indicates how innovative or how rigid he/she is in his/her beliefs. [<TOP>](#)
  29. E Daniel Levinson proposed that the personality development of an individual progresses with age. This theory was different from other popular theories of the time which held that personality development is associated with events such as marriage, parenthood and retirement. [<TOP>](#)
  30. C Statements (I) and (III) are true about the characteristics of the organizational [<TOP>](#)

socialization of employees.

- Socialization brings about a change in the attitude, values and behavior of an individual so that they do not contradict organizational values.
- Socialization is a continuous process and not short-term in nature.
- The initial period of the socialization process is crucial because it determines how well an employee fits into the organization.

31. C Statement (III) is not true about Porter-Lawler Model because 'Effort' denotes the amount of energy expended by an individual to perform a specific task. Hence option (c) is the answer. [<TOP>](#)
32. B The term in expectancy theory that defines the strength of an individual's preference for a particular outcome is known as valence [<TOP>](#)
33. D All the statements are true about agency theory except statement (I) because the agency theory was developed on the basis of some concepts in financial economics. [<TOP>](#)
34. C People with a high need for affiliation exhibit a high degree of concern for social relationships. [<TOP>](#)
35. A According to this theory, in order to be truly motivated, a person must have a challenging job. [<TOP>](#)
- The other three options are hygiene factors. However, presence of hygiene factors does not ensure motivation; instead they only serve as a base level for motivation to begin. Only the motivators can help in motivating employees on the job. Motivators are similar to the higher-level needs in Maslow's hierarchy. Therefore, according to Herzberg's theory, in order to be truly motivated, a person must have a challenging job.
36. B The correct hierarchical order of Maslow's motivation theory is physiological needs, safety needs, love needs, esteem needs and self-actualization needs. [<TOP>](#)
37. C Equity theory states that the degree of equity or inequity perceived by an employee with reference to his/her work situation plays a major role in work performance and satisfaction. Employees compare the outcomes i.e., what they get from their job in relation to what they give to the job. [<TOP>](#)
38. A Statement (I) is not true because the first subprocess, stimulus, refers to an individual's confrontation with an internal or external stimulus. [<TOP>](#)
- Registration involves an individual taking note of the stimulus received from the environment or recording it in his/her mind.
39. A The process by which people try to manage or control the perceptions formed by other people about themselves is referred as impression management. [<TOP>](#)
40. C Perceptual defense plays a vital role in understanding relationships, especially relationships like those between the union and the management or the superior and the subordinate. [<TOP>](#)
41. A Stereotyping is judging individuals on the basis of one's perception about the group to which he or she belongs. [<TOP>](#)
42. C Characteristics of a person which affects his/her perception are perceiver: attitudes, motives, interests, experience and expectations. [<TOP>](#)
43. D Statements (II) and (IV) are not true about operant conditioning because: [<TOP>](#)
- Operant conditioning focuses on voluntary or learned behavior.
  - In operant conditioning, the reward is given only when the organism gives the correct response.
44. E Law of effect states that responses followed by pleasant consequences are more likely to be repeated, while responses followed by unpleasant consequences are less likely to be repeated. [<TOP>](#)
45. D 'Carry over behavior from past situations,' is not among the steps in Organization Behavior Modification process. [<TOP>](#)

46. D Statements (I), (II) and (IV) are true. [<TOP>](#)
- The situational leadership model is also known as ‘Life cycle’ model.
  - According to situational leadership model, the maturity level of the subordinate plays a major role in influencing the leadership style of the superior.
  - According to Hersey and Blanchard, leadership styles can be categorized into four types selling, selling, participating and delegating.
  - The leadership style selected by an effective manager depends on the development level of the employee.
47. E Statements (I) and (III) are true. [<TOP>](#)
- Blake and Mouton developed a two-dimensional matrix model of leadership style.
  - People who follow the 1,9 style of leadership have high concern for people and low concern for production.
  - Leaders whose behavior falls into the 5,5 style are considered to be fairly effective.
48. D Contingency approach to management emphasizes adjusting managerial actions and styles to the specific circumstances of the situation confronting the organization. [<TOP>](#)
49. C Statements (I) and (II) are true. Statement (III) is not true because each team is led by a team leader who ensures that the group performs well. [<TOP>](#)
50. A The three important dimensions of participation are involvement, contribution and responsibility. [<TOP>](#)
51. E All the statements are true. [<TOP>](#)
- The quality circle approach generates in employees a feeling of accomplishment, even though all their suggestions and recommendations may not be implemented.
  - Quality circles provide employees with opportunities for achievement, recognition and personal development.
  - Participation through quality circles has a positive influence on employee attitudes towards decision-making and group communication.
52. C Statement (IV) is not true. The significant feature of the distributive bargaining method is that it operates under zero-sum conditions. In the distributive bargaining approach, each party to the negotiation has a target point, which it hopes to achieve. Each party has a resistance point, which represents the lowest outcome that it would be willing to accept. If the outcome appears to fall below its resistance point, the party would prefer to break off negotiations, rather than accept the outcome. [<TOP>](#)
53. C Statements (II) and (IV) are true. [<TOP>](#)
- As a mediator, the third party uses logical reasoning and persuasion techniques to convince the parties to arrive at an agreement.
  - When the third party takes on the role of an arbitrator, he/she has the authority to enforce his/her decision on the conflicting parties.
  - As a conciliator, the third party serves as an informal communication link between the conflicting parties.
  - As a consultant, the third party uses conflict management techniques to resolve the differences between the parties in a dispute.
54. D In organizations, intrapersonal conflict can result from role ambiguity. If an employee’s roles and responsibilities are not defined clearly, he/she may find it difficult to prioritize his/her tasks. [<TOP>](#)
55. E Reciprocal interdependence exists when there is an exchange of inputs and outputs among groups. [<TOP>](#)
56. B The disagreement between two or more individuals or groups over an issue of [<TOP>](#)

mutual interest can be defined as conflict.

57. D In secondary groups, the members share the same values and beliefs but because of the size of the group, they do not interact often with each other. [<TOP>](#)
58. D Performing: In this stage, the group becomes fully functional and involved in activities aimed at achieving the goals defined in the norming stage. [<TOP>](#)
59. B Statements (I) and (II) are true. [<TOP>](#)
- A formal leader is essential for work groups.
  - The leader's behavior has a significant impact on group behavior.
  - The style or behavior exhibited by the leader of the group has a direct influence on the success or failure of the group.
60. B Statements (I) and (II) are true. [<TOP>](#)
- Problem-solving teams generally consist of around 5 to 12 employees from the same department.
  - Problem-solving teams are temporary teams that deal with some specific problems at the workplace.
  - Though problem-solving teams are asked to suggest solutions to problems, they are generally not given the authority to implement their suggestions.
61. C Skill-based pay: The employees can increase their pay from a basic level by a fixed amount for each additional skill learnt. [<TOP>](#)
62. A Synergy is an attribute in which the team's efforts result in a level of performance that is greater than the sum of their individual contribution of the team members. [<TOP>](#)
63. A Single strand chain: In this type of communication network, information passes along in the form of a long chain. In this type of network, subjective interpretation and filtering of information takes place and this increases the likelihood of the message getting distorted. [<TOP>](#)
64. A Spontaneous rumors originate without any planning and they do not involve forethought. These rumors arise during periods of stress and are action-oriented in nature. [<TOP>](#)
65. C An informal organization refers to the "patterns of behavior and influence stemming from human interaction within a formal structure". [<TOP>](#)
66. C All the following are among the factors responsible for the grapevine except option (c) non-availability of recent information. [<TOP>](#)
67. D In a formal organization, control is exerted through rewards and punishments. In an informal organization, control over behavior of members is exercised through norms and sanctions. [<TOP>](#)
68. C Statements (I) and (II) are true. [<TOP>](#)
- To understand the concept of chain of command, knowledge of the concepts of authority and unity of command is essential.
  - Managers are provided with authority to enable them to carry out the responsibilities entrusted to them by the organization.
  - The use of self-managed teams has led to a decline in the importance of the concepts of chain of command, unity of command and authority.
69. D Statements (I), (II) and (IV) are true. [<TOP>](#)
- The duties and responsibilities of all the employees should be clearly defined.
  - An organization should have well defined rules and regulations.
  - A manager should be immune to feelings like affection, enthusiasm, hatred and passion.
  - A hierarchical structure for organizations should be set up in which the activities of employees at each level are monitored by employees at higher

- levels.
70. B Departmentalization by product: This method involves breaking down an organization into small, independent units called Strategic Business Units, each of which produces a particular product or service. [<TOP>](#)
71. D When decisions are made by a cohesive group of individuals, their motivation to appraise and appreciate alternative courses of action are overpowered by their desire for unanimity of decision. [<TOP>](#)  
 When members resort to groupthink, they are actually making decisions that may not be the optimal ones.  
 Groupthink causes the members of the group to make sub-optimal decisions, without actually evolving and analyzing the full range of available alternatives.
72. C
  - The nominal group technique attempts to avoid potential pitfalls of group decision making while taking advantage of the positive features of employee participation. [<TOP>](#)
  - While the brainstorming technique is implemented only in the idea generation phase of the decision making process, the nominal group technique is used in the other phases of decision making viz., the phase of problem identification and that of generation of appropriate criteria for evaluation of alternatives.
  - The technique involves participation by all the team members who may be affected by the decision.
73. C Heuristics, rules of thumb helps the managers overcome the pressures and constraints of time. This minimizes the efforts of the decision maker in processing the information required to make the decision. [<TOP>](#)
74. E It has been proved that politicking thrives when organizations exhibit certain characteristics. These characteristics are: [<TOP>](#)
  - Scarce resources
  - Role ambiguity
  - Culture of the organization
  - Performance appraisals and rewards
  - Lack of mutual trust.
75. B Amongst the power bases, the basis for referent power is to identify with an individual/group who has/have desirable resources or personal traits. [<TOP>](#)
76. C The level of dependency depends on [<TOP>](#)
  - Importance
  - Scarcity
  - Non-substitutability
77. B
  - Subcultures refer to the values and norms which are held by a small minority of members in the organization. [<TOP>](#)
  - The dominant culture represents the core values shared by a majority of members in the organization.
  - Sharedness refers to the degree to which the core organizational values are accepted and shared by its members.
  - Positive reinforcer is anything that increases the frequency or strength of performance behavior.
  - Behavioral management is the application of the reinforcement theory or operant conditioning to exert a positive influence in the performance of employees.
78. A Norms relate to the standards of behavior and guidelines on the quantum and quality of work that every employee in an organization has to deliver. [<TOP>](#)
79. A The definition of organizational culture does not include ‘Job descriptions’. [<TOP>](#)
80. D A change plan can succeed only: [<TOP>](#)
  - If the employees are motivated enough to participate voluntarily in the

- change process
- If all the concerns of various employee groups are addressed and there is no resistance to change efforts
  - If the reinforcement of the change continues even after the change process has formally ended.
81. C When the new state of things have a completely different nature from the old state of things, it is known as fundamental or second-order change. [<TOP>](#)
82. C
- Co-optation is a form of both manipulation as well as participation, wherein the leaders resisting the change are given important roles in the change decision. The leaders are not consulted for their advice but for their endorsement to the change decision. [<TOP>](#)
  - Manipulation involves distorting facts to make them appear more presentable, withholding undesirable information and making employees accept a change by creating false rumors.
  - Negotiation is the process in which two or more parties exchange goods or services in an attempt to agree upon the exchange rate for them.
  - Coercion implies direct threats or force upon the people showing resistance.
  - Individuals find it difficult to resist a change decision in which they have actively participated.
83. D The model, proposed by Kurt Lewin, suggests that organizations should use three steps to introduce permanent change – unfreeze, movement to a new state and refreeze. As part of the change program, the second stage involves doing away with old practices and adopting new methods. For example, advanced equipment is installed, production process and layout is changed and job duties are redefined. [<TOP>](#)
- Employees are asked to demonstrate their new skills before they return to their jobs in the third stage.
84. B Individuals can use emotion-focused strategies to reduce stress to manageable levels. Emotion-focused strategies to cope with stress are: [<TOP>](#)
- Exercise
  - Relaxation
  - Recreation
  - Companionship.
85. E The needs, perception and personalities of people form the basis for individual resistance to change. The employees of a company that introduced new sophisticated machinery, which is likely to replace manual labor, will resist change because of security. [<TOP>](#)
86. D In order to ensure that learning occurs continuously, organizations should constantly encourage innovation among its employees and change the organization’s structure and culture. [<TOP>](#)
87. C The trainer acts as a facilitator. The trainer observes how the members participate in the assignments and identifies their communication and interpersonal problems. The role of the trainer is that of a change agent who tries to assist the members of the group in the learning process. Usually manager or leader acts as a negotiator. [<TOP>](#)
88. B The diagnostic component is a collaborative process wherein the OD consultant involves the client organization in the collection and analysis of data pertaining to the client system. This component of OD process focuses on the total system, subsystems and processes in the client organization. [<TOP>](#)
89. B After the contract is agreed upon between the client and the consultant, the most important issue in their relationship is understanding who the actual client is (defining the client system). [<TOP>](#)
90. A The action/intervention component of the OD process ensures that the actions taken are directed toward the achievement of organizational goals and objectives. [<TOP>](#)

91. B The traditional approach to learning prescribes learning followed by action, and the deficiency model of learning prescribes action followed by learning. [<TOP>](#)
92. B Data pertaining to human and social processes finds more use in an OD program than technical data, financial information and market information. [<TOP>](#)
93. B Sensitivity training programs are carried out at a location away from the job and after the completion of this training program, participants tend to be more sensitive about their own behavior, and the actions of others. [<TOP>](#)
94. A 'Role negotiation technique' is an intervention useful when team members feel the need to improve cooperation among themselves to resolve conflict even if it means making some compromises from their side. [<TOP>](#)
95. C Organizations that use six sigma concept follow the 'Six Sigma Breakthrough Strategy'. In this strategy, people who play the role of in-house experts and are responsible for disseminating information on Six Sigma throughout the organization comes under Master Black Belts. [<TOP>](#)
96. B Gestalt approach emphasizes that an individual should know about oneself, accept responsibility for his actions, and regulate any dysfunctional behavior that minimizes his awareness, authenticity and such other desirable characteristics. [<TOP>](#)
97. B In force-field analysis, the first step involves identifying and defining the current problem situation. [<TOP>](#)
98. B Structural interventions bring about changes in the task, structure, technological processes and in the processes aimed at achieving organizational goals. [<TOP>](#)
99. E There is a strong compatibility between OD and the structures and processes of democratic governments across the world. OD approaches encourage and support democratic processes. [<TOP>](#)  
OD techniques emphasize on both, the development of individuals as well as the development of technology.
100. C The need for clarity regarding OD values will increase in the future. [<TOP>](#)

[< TOP OF THE DOCUMENT >](#)