

Compliance

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signature: _____

Number: _____

Examination Paper of NPU

2021-2022 school year, 2nd semester

Grade	
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Teaching school School of Management ;

Lesson Organizational Behavior Class hours 32

Date of examination 25 April, 2022 Exam time 2 hours

Form of exam (closed) (A) volume.

No. of Class		Student ID	2019380141	Name	ABID ALI
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All answers should be written on the answer sheet.

I. Choose one proper answer from choices below.(2'×20=40')

1. In the field of organizational behavior, organizations are described as: (E)

A) entities which are considered a legal grouping of people and systems.

B) groups of people who work independently to achieve a collective goal.

C) social entities with a publicly stated set of formal goals.

D) groups of people with independent profit-centered motives and objectives.

E) groups of people who work interdependently towards some purpose.

2. Which of the following statements is true about globalization and organizational behavior? (C)

A) Globalization has little or no effect on organizational behavior.

B) Globalization has forced organizational behavior researchers to study only large multinational businesses.

C) Globalization offers numerous benefits to organizations.

D) Globalization has forced organizational behavior textbooks to discuss only companies with headquarters in North America.

E) Globalization does not have a significant impact on today's organizations.

3. Which of the following directly influences an employee's voluntary behavior and performance? (A)

A) Role perceptions. B) Moral intensity. C) Corporate social responsibility.

D) Uncertainty avoidance. E) Income.

4. ____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior. (A)

A) Motivation . B) Personality. C) Values . D) Ethics. E) Ability.

5. Which of the following refers to the process of receiving information about and making sense of the world around us? (D)

A) Personalization. B) Motivation. C) Reinforcement theory.

D) Perception. E) Social identification.

6. Which of the following concepts is most closely linked to discriminatory attitudes and behaviors? (E)

A) Halo effect. B) Primacy effect. C) Attribution theory .

D) Recency effect . **E) Stereotyping.**

7. Which of the following is an internal factor that affects job performance? (E)

A) Economic conditions. B) Changes in salary. C) Peer support.

D) Internal competition. **E) Motivation to work.**

8. If you form a general negative impression of a person based on one prominent characteristic, and it affects your perception of other characteristics of that person, it is called: (B)

A) projection bias. **B) halo effect.** C) selective attention.

D) a self-serving bias. E) stereotyping.

9. ABC Corporation recently held a "Vision Day" event in which all of their employees formed teams to develop 60-second videos for management around how the company is making lives better. Shortly after, their CEO quoted as saying "We try to get the best out of everybody."

In order to get the "best out of everybody," ABC Corp. must maintain high levels of: (B)

A) financial rewards. **B) motivation.** C) self-efficacy.

D) international competitiveness. E) employee support.

10. Which of the following statements was NOT considered by the needs hierarchy theory? (E)

A) Everyone is naturally motivated to reach their full potential.

B) Higher-order needs are influenced by personal and social influences.

C) Basic needs are more essential to individuals than their socialization needs.

D) People's physiological needs are stronger than their esteem needs.

E) Needs are strongly influenced by each individual's self-concept.

11. The tendency to define problems in terms of a preferred solution occurs because: (A)

A) it provides a comforting solution.

B) decision makers prefer ambiguity rather than decisiveness.

C) it avoids the escalation of commitment problem.

D) it avoids problems of bounded rationality.

E) it helps in minimizing the biases caused by mental models.

12. Which of the following is NOT a reason people engage in satisficing rather than maximization? (E)

- A) They lack the capacity and motivation to process a huge volume of information.
- B) They rely on sequential evaluation of new alternatives.
- C) Decisions with many alternatives can be cognitively and emotionally draining.
- D) Alternatives present themselves over time, not all at once.

E) It allows them to choose the alternative with the highest payoff.

13. Social loafing occurs: (C)

- A) more in smaller rather than larger teams.
- B) more when the task is boring than when it is interesting.
- C) more in tasks with high interdependence.**
- D) more when employees believe the team's objective is important.
- E) more among employees with collectivist rather than individualistic values.

14. To manage virtual teams effectively, organizations should: (A)

A) provide documented work processes and clear objectives.

- B) specify the communication technology that the teams should use.
- C) avoid face-to-face contact between team members.
- D) use virtual teams only for long-term projects.
- E) monitor the progress of virtual teams closely and intervene quickly when problems arise.

15. Which of the following communication channels is most effective when the sender wants to persuade the receiver? (D)

- A) A formal memorandum sent to the receiver.
- B) An informal speech to a large audience.
- C) A personalized letter to the receiver.
- D) A personal face-to-face meeting with the receiver.**
- E) An informal memorandum issued to the receiver.

16. A new employee in the finance department of the Hogan Company prominently displays diplomas and p awards indicating his financial expertise. What type of power is this employee most likely trying to attain?

(A)

A) Expert. B) Coercive. C) Legitimate. D) Reward. E) Referent.

17. Angela wears a business suit to work every day in her job as a college business professor. Which of the following influence tactic does this refer to? (D)

A) Persuasion . B) Forming coalitions. C) Networking.

D) Impression management. E) Exchange.

18. Team-based organizations have: (E)

A) hourly wages and generous employee benefits.

B) supervisors as the main source of direction and control.

C) a tall hierarchy. D) communities of practice. **E) a wide span of control.**

19. As organizations grow older, they tend to: (A)

A) become more formalized. B) have a more centralized structure.

C) move toward a simple form of departmentalization. D) shift from a mechanistic to an organic structure.
operate with a wide span of control and less standardization.

20. Which of the following organizational culture dimension is characterized by competitiveness and a low emphasis on social responsibility? (D)

A) Stability. B) Innovation. C) Outcome orientation.

D) Aggressiveness. E) Respect for people.

II. True (T) / False (F) Questions (1'×20=20')

1. Three challenges organizations are facing include globalization, increasing workforce diversity, and emerging employment relationships. **True (T)**

2. Organizational behavior knowledge is strictly for managers, not for working level employees.

False (F)

3. The best indicator of a company's effectiveness is how well it achieves its stated objectives.

False (F)

4. Globalization may have both positive and negative implications for people working in organizations. **True (T)**

5. The MARS model identifies the four main factors that influence individual behavior: motivation, ability, role perceptions, and situational factors. **True (T)**

6. The MBTI is an excellent predictor of job performances and is recommended for employment selection. **False (F)**

7. According to the halo effect, a supervisor's initial expectations of you influence your behavior so that you are more likely to act consistently with those expectations in the consequent encounters.

False (F)

8. The Johari Window is a training program that teaches employees how to change their personality

False (F)

9. Everyone has the same drives, but they develop different intensities of needs in a particular situation. **True (T)**

10. Behavior is learned only through personal interaction with the environment. **True (T)**

11. Decision making is a nonconscious process of moving toward a desirable state of affairs.

False (F)

12. Informal groups exist primarily to complete tasks for the organization that management doesn't know about. **False (F)**

13. Employees are more motivated in teams because they are accountable to fellow team members who also monitor their performance. **True (T)**

14. Effective communication is of vital importance to organizations because employees work interdependently, and

interdependence requires communication. **True (T)**

15. The CEO of an organization has absolute power over his or her vice presidents. **False (F)**

16. Conflict is based on the technical skills of the parties involved and is independent of their perceptions.
False (F)

17. An organization's structure is the same as its organizational chart. **False (F)**

18. Having a strong culture is always a positive influence on organizational effectiveness. **True (T)**

19. Artifacts of organizational culture may include the building's design, the way people are greeted and the food served in the company's cafeteria. **True (T)**

20. Resistance is a form of conflict that should be viewed as relationship conflict. **False (F)**

III. Answer the following questions (8'×5=40')

1. Explain the organization-environment fit concept of the open systems perspective.

Solution:

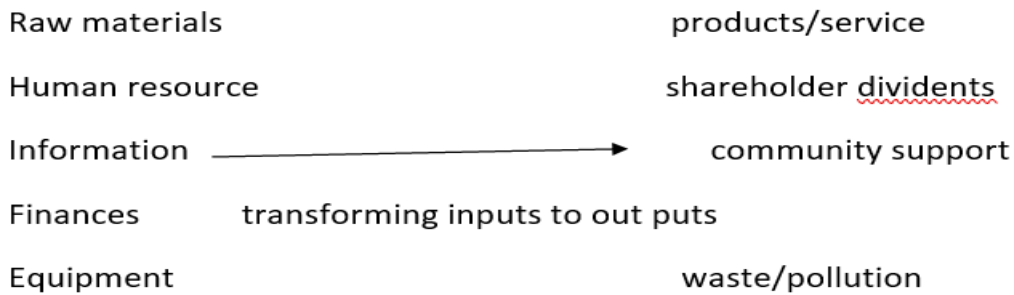
According to open -systems perspective, organizations are more effective when they maintain a positive "FIT" with their external environment. Good fit exists when the organization's input, processes and outputs are linked with the needs and expectations of the external environment.

Organizations are complex systems that “live” within, and depend on, the external environment

Effective organizations

Maintain a close “fit” with changing conditions

Transform inputs to outputs efficiently and flexibly foundation for the other three organizational effectiveness perspective



2. Describe the rational choice paradigm of decision making.

A 2 . RATIONAL CHOICE PARADIGM

-----Involves identifying the problem.

-----Apply the best possible alternative.

----- Best decision is pure logic.

----- complex calculation.

Rational World Paradigm suggest that an argument is most persuasive when it is logical. This theory is based on the teachings of Plato and Aristotle.

Rational choice theory can be replaced as the leading paradigm in political science by the theory of perspective, which argues that how we see ourselves in relation to others sets and delineates the range of options actors find available, not just morally but empirically.

Rational decision making leverages objective data, logic, and analysis instead of subjectivity and intuition to help a problem or achieve a goal. It's a step-by-step model that helps you identify a problem, pick a solution between multiple alternatives, and find an answer.

Rational choice theory refers to a set of guidelines that help understand economic and social behavior. The theory originated in the eighteenth century and can be traced back to political economist and philosopher, Adam Smith.

The theory postulates that an individual will perform a cost-benefit analysis to determine whether an option is

right for them. It also suggests that an individual's self-driven rational actions will help better the overall economy

Rational choice theory looks at three concepts: rational actors, self interest and the invisible hand.

Rationality can be used as an assumption for the behavior of individuals in a wide range of contexts outside of economics. It is also used in [political science](#), [sociology](#), and [philosophy](#).

Two main elements of rational choice:

SUBJECTIVE VS UTILITY

1. SUBJECTIVE expected UTILITY ----- determine choice with highest value(maximization).
2. decision making process ----- systematic stages of decision making.

The Rational Decision-Making Process

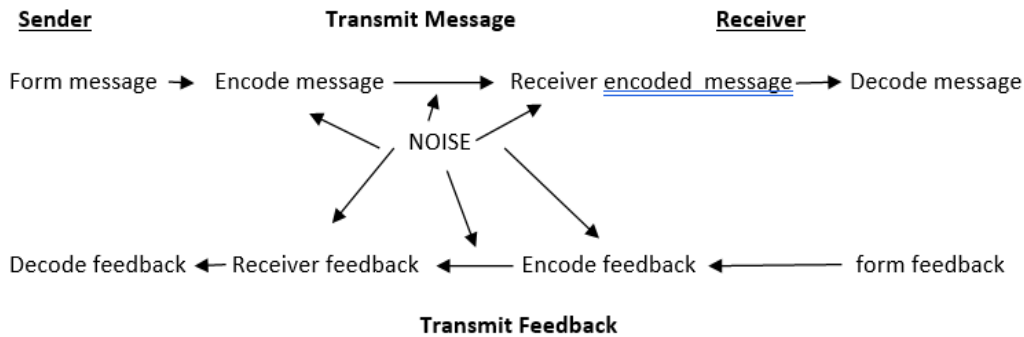
1. Identify the Problem or opportunity
2. Choose the best decision process.
3. Discover or develop alternatives.
4. Select choice with highest value --- subjective expected utility
5. Implement the selected choice.
6. Evaluate the selected choice.

PLATO SAID

The **ability to make** thoughtful, well-reasoned **decisions** ... **Plato said** that when we **have** control over our lives,

3. Briefly explain the communication process model and its components.

3)Communication Process Model



----- Sender message

----- Transmit message

----- Receiver receive message.

----- After receiving msg some decoding done

----- It is feedback process

----- Close loop of communication is established.

----- Most msg are encoded

----- Receiver can u/stand easily.

----- Coding process very important.

Improving Communication Coding/Decoding

----- Message to be sent must be clear to u/stand.

----- Sender do some coding.

----- To select and edit the information

----- Sender/receiver have similar codebooks

-----Sender is experienced encoding that message

-----Sender/receiver are motivated and able to use the selected channel

----- Sender/receiver have shared mental models of the communication context

The communication process is made up of four key components. Those components include encoding, medium of transmission, decoding, and feedback. There are also two other factors in the process, and those two factors are present in the form of the sender and the receiver.

There are seven critical elements of the communication process:

(1) the sender

(2) the message

(3) encoding

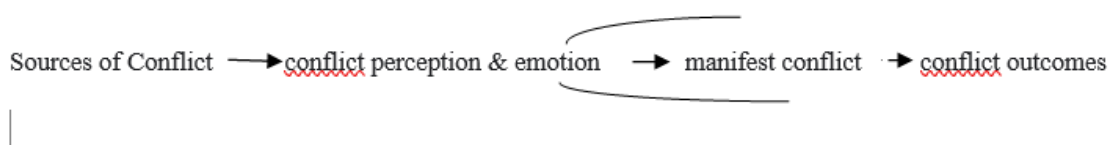
(4) the communication channel

(5) the receiver

(6) decoding

(7) feedback

4. Briefly explain the conflict process model.



One or more parties. Ex.: Insufficient information, prejudice, lack of role clarification, poor processes, communication problems, lack of performance standards, lack of resources,

unreasonable time constraints.

Conflict Perception and Emotion ----- Urea into act with emotions. One key element of this definition is the idea that each party may have a different perception of any given situation. Decision behavior of two parties.

Emotional aggression is the result of the extreme negative emotions we're experiencing at the time that we aggress and is not really intended to create any positive outcomes. Emotions can be viewed simultaneously as both antecedents and outcomes of conflict.

Conflict Outcomes -----

Positive outcome : Positive conflict can improve problem solving, clarify issues, increase participant involvement and commitment, and result in a better decision or outcome.

Earlier Problem Identification. Workplace conflict can shine a light on deeper problems that need to be addressed. ...

Better Problem-Solving. ...

Healthy Relationships, Morale and Commitment. ...

Improved Productivity. ...

Personal Growth and Insight

Negative outcome: Armed conflict often leads to forced migration, long-term refugee problems, and the destruction of infrastructure. Social, political, and economic institutions can be permanently damaged. The consequences of war, especially civil war, for development are profound.

Negative results of dysfunctional conflict include: Individuals use threats, verbal abuse, and deception, which destroy relationships. Both parties can end up losing in this type of conflict.

Consequences of Conflict:

High degree of cohesion: Inter-group conflict gives rise to commitment and loyalty amongst members of the group.

Improvement in quality of decisions.

Emergence of leaders.

Response to change.

Increased productivity.

Releases strain.

5. What does organizational culture consist of? Briefly describe its components?

Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and expectations.

Components of Organizational Culture:

1. Values:

Values are the beliefs in what is good for the organization and what should or ought, to happen. The 'value set' of an organization may only be recognized at top level, or it may be shared throughout the business, in which case the organization could be described as value-driven. The stronger the values, the more they will influence behavior. This does not depend upon their having been articulated.

2. Norms:

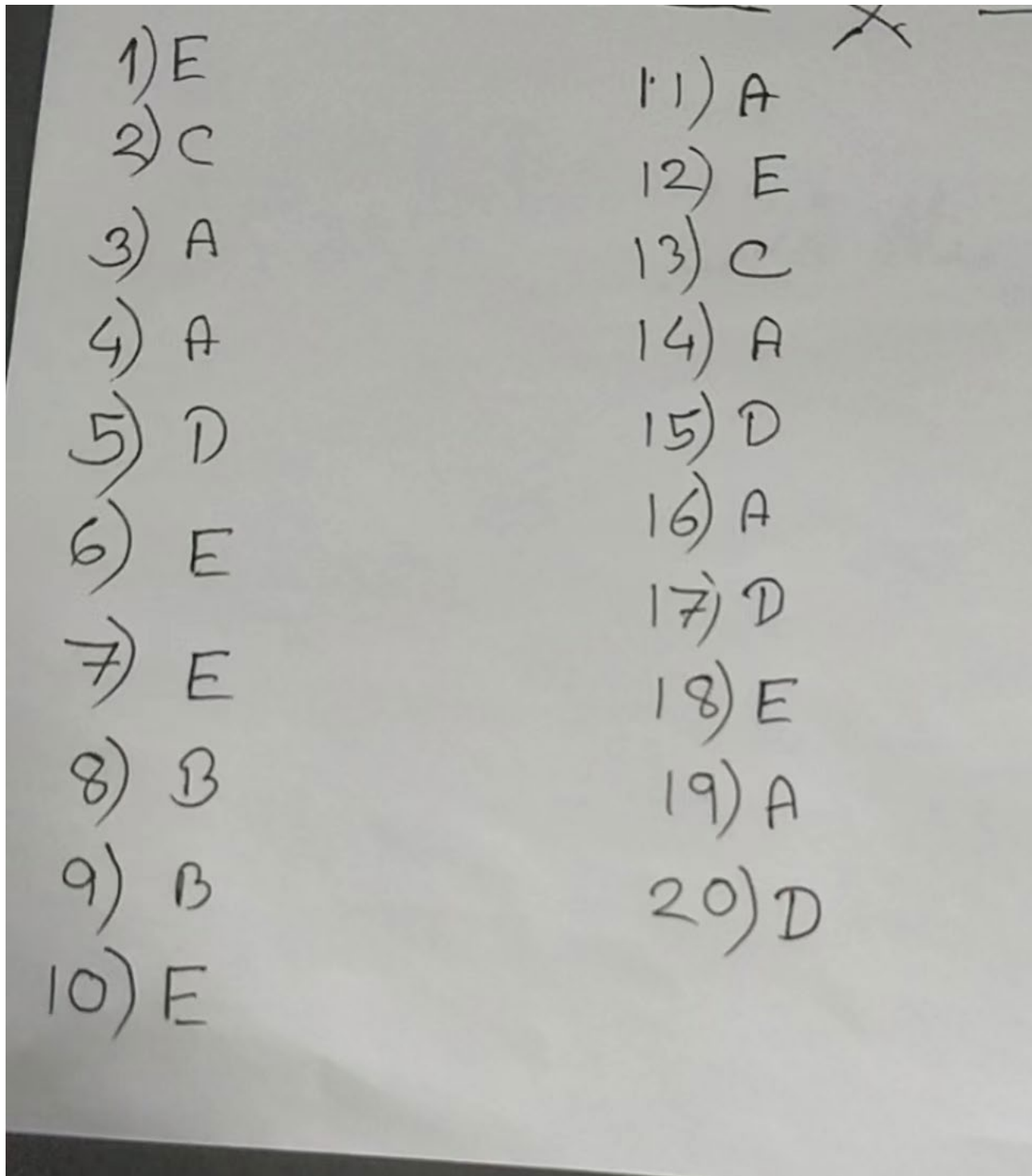
Norms are the unwritten rules of behavior, the 'rules of the game' that provide informal guidelines on how to behave. Norms tell people what they are supposed to be doing, saying, believing and even wearing. They are never expressed in writing—if they were, they would be policies or procedures.

3. Artefacts:

Artefacts are the visible and tangible aspects of an organization that people hear, say or feel. Artefacts can include things as the working environment, the tone and language used in letters and memoranda, the manner in which people address each other at meetings or over the telephone, the welcome (or lack of welcome) given to the visitors and the way in which receptionists deal with outside calls. Artefacts can be very revealing.



I. Choose one proper answer given below (if teacher has confusion then can check here)



II. True (T) / False (F) (if teacher has confusion then can check here)

1. T

2. F

3. F

4. T

5. T

6. F

7. F

8. F

9. T

10. T

11. F

12. F

13. T

14. T

15. F

16. F

17. F

18. T

19. T

20. F

