

## Compliance

I have read and understood the rules, regulations and associated penalties detailed in the NPU Student Handbook. I hereby agree to comply with these rules and regulations and uphold the integrity of the university's examination process.

signature: \_\_\_\_\_

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## Examination Paper of NPU

2020-2021 school year, 1st semester

Teaching school School of Management ;

Lesson Organizational Behavior Class hours 32

Date of examination 11th Jan, 2021 Exam time 2 hours

Form of exam (closed ) ( A ) volume.

Grade	
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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. Which of the following statements is true about organizational behavior? ( )**

- A) OB researchers systematically study various topics at a single level rather than multiple levels.
- B) It is concerned with the study of people who work independently.**
- C) It does not include the study of collective entities.
- D) It is less effective in studying people who interact in highly organized fashion.
- E) It includes team, individual, and organizational level analyses.

**2. Which of the following are external to the individual but still affect his/her behavior and performance? ( )**

- \*\*\*
- A) Motivations.
  - B) Role perceptions.**
  - C) Situational factors.**
  - D) Abilities.
  - E) Resolutions.

**3. Motivation affects a person's \_\_\_\_\_ of voluntary behavior. ( )**

- A) direction, intensity, and persistence.**
- B) antecedents, consequences, and reinforcers.
- C) size, shape, and weight
- D) aptitudes, abilities, and competencies.
- E) agreeableness, locus of control, and ethical sensitivity

**4. Absenteeism is higher in organizations where there is(are): (      )**

- A) weak absence norms.    B) low workplace incivility.    C) high amounts of presenteeism.
- D) meager sick leave benefits.    **E) high work-related stress.**

**5. People with high agreeableness are more sensitive to others and experience more \_\_\_\_\_ and less \_\_\_\_\_. (      )**

- A) dependability; conflict.    B) empathy; dependability.    **C) empathy; conflict.**
- D) upbeat attitudes; dependability.    E) extroversion; conflict.

**6. \_\_\_\_ characterizes people who are quiet, shy, and cautious. (      )**

- A) Introversion.**    B) Openness to experience.    C) Conscientiousness.
- D) Neuroticism.    E) Agreeableness.

**8. According to equity theory: (      )**

- A) all employees of an organization have the same needs over their working lives.
- B) money should never be used to motivate employees.
- C) employees should set their own goals and performance standards.
- D) the selection of comparison other varies from one person to the next.
- E) improving job security and working conditions will improve job satisfaction and, consequently, employee motivation.

**9. Which of the following is the highest level need in Maslow's hierarchy of needs? (      )**

- A) Esteem.    B) Safety.    C) Power.    D) Belongingness.    **E) Self-actualization.**

**10. The purely rational model of decision making is rarely practiced in reality because it: (      )**

- A) ignores the fact that problems must be defined before alternatives are chosen.
- B) assumes that human beings make decisions based on their emotions and abilities.
- C) assumes that people are perfectly rational in their decision making.**
- D) ignores the fact that people evaluate their decision after an alternative has been chosen and implemented.
- E) does not consider the problems associated with implementing each of the alternatives.

**12. Effective communication occurs when: (      )**

- A) information is sent through informal rather than formal channels.
- B) information is collected from various sources but sent to a limited audience.
- C) the sender convinces the receiver to accept the information sent.
- D) information is transmitted and understood between two or more people.**
- E) the sender transmits information that is received by someone other than the intended receiver.

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

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- 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.

**14. Which of the following refers to availability of alternatives? (      )**

- A) Visibility.
- B) Substitutability.**
- C) Centrality.
- D) Discretion.
- E) Referent power.

**15. In terms of managing social networks, organizational leaders should: (      )**

- A) ignore them; they are irrelevant.
- B) forbid employees from engaging in them, as they damage formal structure of the organization.
- C) be aware of them, as they reflect the real distribution of power.**
- D) manage them by appointing specific people to monitor them.
- E) engage heavily on a personal level with all social networks in the organization.



**16. The "optimal conflict" perspective on organizational conflict is that: (      )**

- A) conflict should be minimized across all departments.
- B) conflicts could be promoted in some functions and discouraged in some others.
- C) conflict is an inevitable result of increased technology and globalization.
- D) use of technology and virtual teams could minimize organizational conflicts.
- E) moderate levels of conflict are necessary and produce favorable outcomes.**

**17. Which of the following interpersonal conflict management styles represents a purely win-win orientation? (      )**

- A) Forcing.    B) Yielding.    C) Avoiding.    **D) Problem solving.**    E) Compromising.

**18. Formalization in organizational structures tends to: (      )**

- A) reduce organizational flexibility.**    B) encourage organizational learning and creativity.

C) disperse decision authority and power throughout the organization.

D) increase organizational learning.    E) decrease efficiency and compliance.

**19. Which of the following is true about organizational culture? (      )**

- A) It is suggested that companies with strong cultures tend to be more successful, irrespective of any conditions.
- B) Companies have strong cultures when the dominant values are held mainly by a few people at the top of the organization.
- C) Most employees across all subunits understand the dominant values but choose to ignore them.
- D) The life span of strong organizational cultures is almost always short .
- E) The strength of an organization's culture refers to how widely and deeply employees hold the company's dominant values and assumptions .**

**20. The highest priority and first strategy required for any organizational change is to: (      )**

- A) alter the responsibilities of senior executives in the organization .
- B) introduce stress management counseling to the employees.
- C) train employees who do not possess the skills required under the new conditions.
- D) communicate the need for change and keep employees informed about what they can expect from change effort.**
- E) negotiate a new set of relations among those who will clearly lose out from the change .

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

1. Stakeholders of an organization are shareholders, customers, suppliers, governments and any other groups with a vested interest in the organization. T
2. Globalization may have both positive and negative implications for people working in organizations. T
3. According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors is low in a given situation. F
4. Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives. T
5. Personality traits are the best predictors of work performance. IDK
6. The primacy effect refers to the phenomenon of forming an opinion of other people based on the first information perceived. T
7. According to expectancy theory, employee motivation will remain high when the P-to-O expectancy falls to zero. F
8. People with a high need for affiliation tend to be more effective in jobs that allocate scarce

resources among employees. F

9. Decision making is a nonconscious process of moving toward a desirable state of affairs. F
10. People are most creative when management puts intense time pressures on them to complete tasks. F
11. Teams are groups of two or more people who have equal influence over each other regarding the team's goals and means of achieving those goals. T
12. Employees are more motivated in teams because they are accountable to fellow team members who also monitor their performance. T
13. Language differences among people can produce communication noise. T
14. Maintaining eye contact to show interest in someone's conversation is one of the few forms of nonverbal communication that transmits common meaning across all cultures. T
15. Power is the act of changing another person's attitudes and behavior. T

16. People have more power when their actions quickly affect many other people through the organization. T
17. Conflict is based on the technical skills of the parties involved and is independent of their perceptions. F
18. An organization's structure is the same as its organizational chart. F
19. The strength of an organization's culture refers to how widely and deeply employees hold the company's dominant values and assumptions. T
20. Fear of the unknown usually motivates employees to support organizational change. F

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

1. Explain the organization-environment fit concept of the open systems perspective.
2. Explain the four windows of the Johari Window.

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

1. Explain the organization-environment fit concept of the open systems perspective.
2. Explain the four windows of the Johari Window.
3. Briefly explain the communication process model and its components.
4. Describe the sources of power in organizations.
5. Explain the reasons that employees resist change.