Pre-Assessment: Organizational Behavior and Leadership (IBC1) PIBC

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Attempt #1
Status: Passed

✔ 1.

Employees A and B work together on the same project team. When the team faces a complex problem, the team leader usually asks B to generate alternative solutions for the team to consider. Experience has shown that B is more likely to take initiative, to set ambitious goals, and to feel that the team can effectively influence its environment. Employee A tends to do well on jobs that are routine, is plagued with self doubt, and feels that the team is largely powerless over its environment.

Which statement is correct?

	Your Answer	Correct Answer
Employee A exhibits positive core self evaluation, and employee B exhibits negative core self evaluation.		
Employee A exhibits negative core self evaluation, and employee B exhibits positive core self evaluation.	✔	✔
Employee A exhibits negative core self evaluation, and employee B exhibits negative core self evaluation.		
Employee A exhibits positive core self evaluation and employee B exhibits positive core self evaluation.		

❌ 2.

Employee B was upset by Employee A's behavior at the department's planning meeting.

Which factors will influence Employee B's perception in this situation?

Choose 1 answer

	Your Answer	Correct Answer
Stimulation, task, and skills		
Situation, target, and perceiver		✔
Problem, criteria, and alternatives		
Heredity, environment, and perceiver	✔	

❌ 3.

A person is broadminded, courageous, and forgiving.

Which type of values are these?

Choose 1 answer

	Your Answer	Correct Answer
Terminal values		
Transitory values		
Determinate values	✔	
Instrumental values		✔

✔ 4.

An employee enjoys having a large span of responsibility and is motivated to do well because of personal feelings.

Which kind of reward is this?

Choose 1 answer

	Your Answer	Correct Answer
Intrinsic reward	✔	✔
Extrinsic reward		
Affiliation reward		
Compensatory reward		

✔ **5.**

Which theory of motivation focuses on 5 levels of needs, and further separates those needs by lower-order needs and higher-order needs?

Choose 1 answer

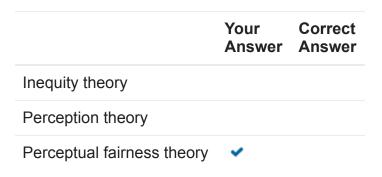|	Your Answer	Correct Answer
McGregor's Theory X and Theory Y		
McClelland's Theory of Needs		
Maslow's Hierarchy of Needs Theory	✔	✔
Two-Factor Theory		

✘ **6.**

Manager A supervises 10 district units with 100 employees and receives $100,000 in compensation. Manager B supervises 5 district units with 50 employees and also receives $100,000 in compensation. Manager A is upset by this relationship and is looking for a new job.

Which theory explains A's motivation to look for a new job?

Choose 1 answer

	Your Answer	Correct Answer
Equity theory		✔

	Your Answer	Correct Answer
Inequity theory		
Perception theory		
Perceptual fairness theory	✔	

✗ 7.

A manager challenged an employee to produce an average of 24 assemblies each day for a week. This production goal was higher than the employee had ever achieved during any week. The manager gave the employee a tally sheet to mark after each assembly was completed.

Considering the goal-setting theory of motivation, the manager was counting on which factors to influence the employee to achieve the production goal?

Choose 1 answer

	Your Answer	Correct Answer
Challenge and direction		
Feedback and reflection	✔	
Specificity and feedback		✔
Challenge and power		

✔ 8.

Which stage of the five-stage group development model is characterized by developing close relationships and cohesiveness?

Choose 1 answer

	Your Answer	Correct Answer

	Your Answer	Correct Answer
Forming		
Norming	✔	✔
Storming		
Performing		

9.

What defines a set of expected behavior patterns attributed to a person occupying a given position in a social unit?

Choose 1 answer

	Your Answer	Correct Answer
Group role	✔	✔
Group norm		
Group status		
Group conformity		

10.

Which type of group is defined by the organization's structure?

Choose 1 answer

	Your Answer	Correct Answer
Unified group		
Formal group	✔	✔
Informal group		

	Your Answer	Correct Answer
Designated group		

❌ 11.

Management has noticed that the quality improvement work group is struggling because members seem to be working in different directions.

Which suggested action can the company take to increase group cohesiveness?

Choose 1 answer

	Your Answer	Correct Answer
Make the group larger	✔	
Physically isolate the group		✔
Establish more rigid roles for group members		
Decrease the difficulty of becoming a group member		

✔ 12.

To resolve a conflict between the department staff and the janitorial staff, the department head informs the department staff of a new policy prohibiting the eating of food at the desk.

Which type of conflict resolution technique does this represent?

Choose 1 answer

	Your Answer	Correct Answer
Problem solving		
Authoritative command	✔	✔
Altering the human variable		

	Your Answer	Correct Answer
Altering the structural variables		

✔ 13.

What is an advantage of a group that is not very cohesive?

Choose 1 answer

	Your Answer	Correct Answer
There is less need for giving rewards as group rewards.		
When making a group decision, groupthink is more likely to occur.		
When performance norms are high, productivity will be higher than in a cohesive group.		
When performance norms are low, productivity may be higher than in a cohesive group.	✔	✔

✔ 14.

Which term describes the tendency for individuals to expend less effort when working collectively than when working individually?

Choose 1 answer

	Your Answer	Correct Answer
Social loafing	✔	✔
Independent effort		
Selective perception		
Employee disengagement		

15.

What is a strength of group decision making?

Choose 1 answer

	Your Answer	Correct Answer
Power of groupthink		
Increased diversity of views	✔	✔
Conformity pressures in groups		
Reduced time for making decisions		

16.

Which statement is true about work teams?

Choose 1 answer

	Your Answer	Correct Answer
Members work together to neutralize synergy.		
The members' primary focus is on improving individual effort.		
The primary goal is to share information that is helpful to individual efforts.		
Members of the group generate positive synergy through coordinated effort.	✔	✔

17.

What type of team is formed when employees from about the same hierarchical level but from different work areas come together to accomplish a task?

Choose 1 answer

	Your Answer	Correct Answer
Virtual team		
Diverse team		
Divergent team		
Cross-functional team	✔	✔

✔ 18.

What are primary factors that differentiate virtual teams from face-to-face teams?

Choose 1 answer

	Your Answer	Correct Answer
Reduce paraverbal cues and create more frequent social context		
Reduce telecommunications costs and increase paraverbal cues		
Improve employee satisfaction and create more frequent social context		
Overcome time and space constraints and create limited social context	✔	✔

✔ 19.

What is a characteristic of problem-solving teams that is different than cross-functional teams?

Choose 1 answer

	Your Answer	Correct Answer

Problem-solving team members meet only on a virtual basis.		
Problem-solving team members come from different work units.		
Problem-solving team members come from the same work unit.	✔	✔
Problem-solving teams use only computer technology to tie them together physically		

✔ 20.

A team was assigned a project. Halfway through the project it was obvious that the team was failing to meet expectations. Management had made sure that individuals assigned to the team had good interpersonal skills as well as good problem-solving and decision-making skills. However, they overlooked other abilities of team members required for accomplishing the work.

Which ability necessary for team members was overlooked?

Choose 1 answer

	Your Answer	Correct Answer
Type D personality		
Technical expertise	✔	✔
Authoritarian personality		
Propensity for social loafing		

✗ 21.

When organizing a team to develop a new quality control system, management wanted to assign team members having characteristics common to effective teams.

Which list specifies common characteristics of effective teams?

Choose 1 answer

	Your Answer	Correct Answer
A climate of trust, members who fill role demands, and a large team size		
Group performance evaluation, absence of conflict, and members who fill role demands	✔	
A manageable level of conflict, members who are conscientious, and effective leadership		✔
Group performance evaluation, members who score low on the personality characteristic of extroversion, and effective leadership		

✔ **22.**

A company switched from assembly lines to self-managed work teams.

What can team members do to improve the synergy and success of their teams?

Choose 1 answer

	Your Answer	Correct Answer
Change work group roles at random		
Assign individual roles rather than mutual team roles		
Share information but not engage in collective performance goals		
Take action on problems as individual members as well as in work teams	✔	✔

✔ **23.**

A company is changing their work organization from employees working individually to the use of teams.

Which reward system could be used to foster long-term team effectiveness?

Choose 1 answer

	Your Answer	Correct Answer
Reward system that recognizes only group activity		
Reward system that rewards only individual performance		
Reward system that discourages collaboration by individuals		
Reward system that rewards both individual and group activity	✔	✔

✔ 24.

Management is considering a reorganization of sales regions and plans to allow employees to live and work in their respective sales territories throughout the United States. However, the vice president of sales wants the regionally-dispersed agents to participate in weekly sales meetings.

Which type of teams should be organized?

Choose 1 answer

	Your Answer	Correct Answer
Virtual teams	✔	✔
Quality teams		
Self-managed teams		
Cross-functional teams		

✔ 25.

What is the optimal method for maximizing team member participation in a global meeting?

Choose 1 answer

	Your Answer	Correct Answer
Hard copy messaging		

	Your Answer	Correct Answer
E-mail communications		
Video conferencing technology	✔	✔
Unilateral communication techniques		

26.

A newly-formed team is struggling to become productive but cannot decide who should do what.

How should the team leader attempt to resolve the problem?

Choose 1 answer

	Your Answer	Correct Answer
Resign as team leader		
Coach the team through the difficulty	✔	✔
Disband the team because the problem cannot be solved		
Research the problem and impose a solution without argument		

27.

Which option defines organizational culture?

Choose 1 answer

	Your Answer	Correct Answer
A diverse cultural subset working together to strengthen impact		
A shared system of meanings that is unique to the organization	✔	✔
An organizational segmentation according to cultural background		

A human resources department program for recognizing diversity

❌ 28.

Which attributes are included in the seven primary characteristics that define an organization's culture?

Choose 1 answer

	Your Answer	Correct Answer
Aggressiveness, competitive focus, innovation		
Political attitude, attention to detail, team orientation	✔	
Team orientation, political orientation, people orientation		
Attention to detail, innovation and risk taking, people orientation		✔

❌ 29.

What is one of the forces that plays a particularly important role in sustaining an organization's culture?

Choose 1 answer

	Your Answer	Correct Answer
Socialization process		✔
Individualized interaction		
Personal background of key employees		
Educational level achieved by key employees	✔	

30.

How can an organization transmit its culture to its employees?

Choose 1 answer

	Your Answer	Correct Answer
By analyzing employee gripes and complaints		
By using material symbols and specific language	✔	✔
By requiring employees to memorize the mission statement		
By influencing the balance of employees' cultural backgrounds		

31.

When is organizational culture considered dysfunctional?

Choose 1 answer

	Your Answer	Correct Answer
When strong organizational cultures prohibit prejudice		
When core values are in agreement throughout the organization		
When different employee groups communicate common problems		
When cultural incompatibility deters making acquisitions or mergers	✔	✔

32.

What is an advantage of a strong organizational culture?

Choose 1 answer

	Your Answer	Correct Answer
Employee behavior is rarely affected.		
There is a lack of behavioral consistency.		
The company has low employee turnover.	✔	✔
Organizational purpose results in limited cohesiveness.		

✓ 33.

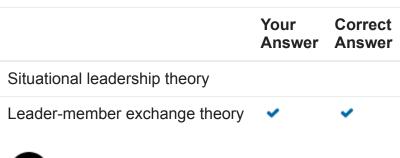How might a charismatic leader work to increase performance in an organization?

Choose 1 answer

	Your Answer	Correct Answer
Articulate an appealing vision.	✔	✔
Demonstrate Type A behavior.		
Avoid unconventional behavior.		
Issue a memo calling for increased effort.		

✓ 34.

Which contingency theory of leadership proposes that early in the interaction between a leader and a given follower the leader implicitly categorizes the follower as an "in" or an "out"?

Choose 1 answer

	Your Answer	Correct Answer
Path-goal theory		
Leader-participation model		

	Your Answer	Correct Answer
Situational leadership theory		
Leader-member exchange theory	✔	✔

✔ 35.

What is a characteristic employed by transformational leaders?

Choose 1 answer

	Your Answer	Correct Answer
Contracts exchange of rewards for effort		
Provides vision and sense of mission and gains trust	✔	✔
Practices management by exception		
Intervenes only if performance standards are not met		

✔ 36.

Which approach might be used to mentor a less-experienced employee?

Choose 1 answer

	Your Answer	Correct Answer
Coaching and threatening		
Refereeing and counseling		
Counseling and sponsorship	✔	✔
Threatening and sponsorship		

✘ 37.

Which conflict-resolution techniques might a manager use to control the level of conflict that has become dysfunctional?

Choose 1 answer

	Your Answer	Correct Answer
Roughing and compromise	✔	
Authoritative command and roughing		
Expansion of resources and confrontation		
Superordinate goals and altering the structural variables		✔

✔ 38.

Recognize how workplace politics influence behavior within an organization.

How do employees often respond when feeling threatened by organizational politics?

Choose 1 answer

	Your Answer	Correct Answer
With defensive behaviors	✔	✔
With proactive behaviors		
With high performance pressures		
With organizational investment		

✔ 39.

What is a purpose of employee performance evaluations?

Choose 1 answer

	Your Answer	Correct Answer
To provide feedback and determine reward allocations	✔	✔
To determine who is best tuned to organizational politics		
To serve as a screening device for selecting new employees		
To measure the physiological symptoms of organizational dysfunctionality		

❌ 40.

What is true about the relationship between performance evaluation and motivation?

Choose 1 answer

	Your Answer	Correct Answer
The relationship is a function of the degree of indirect empowerment of the supervisor.		
The relationship is negative because performance appraisals have no impact on employee behavior.		
The relationship is acceptable but performance evaluations have little potential for impacting motivation.	✔	
Supervisors must have confidence that the effort they exert will lead to a favorable employee performance.		✔

✔ 41.

In which circumstances would the use of 360-degree performance evaluations apply?

Choose 1 answer

	Your Answer	Correct Answer
When only internal customer feedback is helpful		

	Your Answer	Correct Answer
When only external customer feedback is helpful		
When both internal and external customer feedback is helpful	✔	✔
When feedback from supervisors is helpful but customer feedback is not helpful		

✔ 42.

A company has restructured around teams but performance has not met expectations.

What should be the main evaluation criterion in an appropriate performance evaluation for supporting and improving the performance of teams?

Choose 1 answer

	Your Answer	Correct Answer
Team activities		
Team cooperativeness		
Team members' attitudes		
Team results being tied to important goals	✔	✔