

1. Below there are 20 pairs of statements about organizational behavior & management. For each pair, indicate in the box next to the statement you believe is correct, a number indicating how certain you are of your choice

1	2	3	4
Very uncertain	Somewhat uncertain	Somewhat certain	Very certain

****Do not skip any pairs****

1	a	A supervisor should treat, as much as possible, all members of his/her group exactly the same	
	b	A supervisor should adjust his/her behavior according to the unique characteristics of the members of his/her group	4
2	a	Generally speaking, individual motivation is greatest if the person has set goals for himself/herself that are <i>difficult</i> to achieve	
	b	Generally speaking, individual motivation is greatest if the person has set goals for himself/herself that are <i>easy</i> to achieve	4
3	a	A major reason why organizations are not as productive as they could be is that managers are too concerned with managing the <i>work group</i> rather than the individual	3
	b	A major reason why organizations are not as productive as they could be is that managers are too concerned with managing the <i>individual</i> rather than the work group	
4	a	Supervisors who have previously performed the job of the people they are now supervising are likely to be more effective supervisors than those who have never performed the job	4
	b	Supervisors who have previously performed the job of the people they are now supervising are <i>less</i> likely to be more effective supervisors than those who have never performed the job	
5	a	On almost every matter relevant to work, managers should be completely honest & open with their subordinates	
	b	There are very few matters in the workplace where managers should be completely honest & open with their subordinates	4
6	a	One's <i>need for power</i> is a better predictor of managerial advancement than one's motivation to do the work well	4
	b	One's <i>motivation to do the work well</i> is a better predictor of managerial advancement than one's need for power	
7	a	When people fail at something, they try harder next time	3
	b	When people fail at something, they quit trying	
8	a	Performing well as a manager depends most on how much <i>education</i> you have	
	b	Performing well as a manager depends most on how much <i>experience</i> you have	4
9	a	The most effective leaders are those who give more emphasis to <i>getting the work done</i> than they do to relating to people	4
	b	The most effective leaders are those who give more emphasis to <i>relating to people</i> than they do to getting the work done	

10	a	It is very important to the leader to 'stick to his/her guns'	4
	b	It is <i>not</i> very important to the leader to 'stick to his/her guns'	
11	a	<i>Pay</i> is the most important factor in determining how hard people work	3
	b	The <i>nature of the task</i> people are doing is the most important factor in determining how hard people work	
12	a	<i>Pay</i> is the most important factor in determining how satisfied people are at work	3
	b	The <i>nature of the task</i> people are doing is the most important factor in determining how satisfied people are at work	
13	a	Generally speaking, a person's attitudes cause his/her behavior	3
	b	Generally speaking, a person's attitudes are primarily rationalizations for his/her behavior	
14	a	Satisfied workers produce more than workers who are not satisfied	4
	b	Satisfied workers produce <i>no</i> more than workers who are not satisfied	
15	a	The notion that most semiskilled workers desire work that is interesting & meaningful is most likely incorrect	
	b	The notion that most semiskilled workers desire work that is interesting & meaningful is most likely correct	3
16	a	People <i>welcome</i> change for the better	4
	b	Even if change is for the better, people will <i>resist</i> it	
17	a	Leaders are <i>born</i> , not made	
	b	Leaders are <i>made</i> , not born	4
18	a	<i>Groups</i> make better decisions than individuals	2
	b	<i>Individuals</i> make better decisions than group	
19	a	The statement, 'A manager's authority needs be commensurate with his/her responsibilities' is in practice a very <i>meaningful</i> statement	4
	b	The statement, 'A manager's authority needs be commensurate with his/her responsibilities' is in practice a very <i>meaningless</i> statement	
20	a	A major reason for the decline in Hong Kong productivity is that the division of labor & job specialization has gone too far	1
	b	A major reason for the decline in Hong Kong productivity is that the division of labor & job specialization has not been carried far enough	

2. Compare the results of this instrument with the "Initial view of organizational behavior & management" you completed in Seminar 1. Are there any differences? Why/why not?

Adapted from:

Weingarten, R. & Nord, W. (1982). Coping with 'It's all common sense'. *Exchange: The Organizational Behaviour Teaching Journal* 7(2), 29-32.