



Exam 2014, questions - Module 4, fall

Principles Of Business (University of California, Berkeley)

### UGBA 10 MOD 4 EXAM - FALL 2014

1. In lecture, I talked about the **problem encountered at the Texas Health Presbyterian Hospital in Dallas**. Which of the following **best describes** the point I was making about the emergency room medical team?
  - a. Medical centers are complex organizations and require strong leadership.
  - b. The structure of the organization has to change when strategy changes.
  - c. Performance is declining in emergency rooms because of the rates of retirement of older, more experienced staff.
  - d. Job performance can mean the difference between life and death, so performance matters.
2. In class, we talked about **specialization**, and you also read about it in your custom text. Given what you have learned, which of the following statements is **TRUE**?
  - a. In start-ups, jobs would typically be characterized as highly specialized.
  - b. Jobs are grouped together to maximize focus on a specific set of goals.
  - c. Jobs should be specialized when management wants better execution by having individual employees focus on a small number of tasks.
  - d. Mature companies tend to under-specialize jobs.
3. According to lecture, the **Department of Homeland Security failed to respond effectively** during Hurricane Katrina and its aftermath. Each of the following led to its failure **EXCEPT . . . ?**
  - a. All of the agencies included within the Department of Homeland Security were focused on a single goal—responding to a terrorist attack.
  - b. The agencies within the Department of Homeland Security could not coordinate because they had a “silo” mentality.
  - c. FEMA and the Department of Homeland Security were led by people who didn’t have the KSAs to do their jobs.
  - d. The jobs within the Department of Homeland Security were too specialized to cover all the tasks required for communication, deployment of personnel, and clean-up.
4. Which of the following is **TRUE** regarding **affirmative action**?
  - a. It is legal to hire a less qualified minority applicant over a more qualified majority applicant.
  - b. It is legal to hire a less qualified majority applicant over a more qualified minority applicant.
  - c. It is legal to hire a minority applicant over a majority candidate if both candidates are equally qualified.
  - d. It is legal to hire minority applicants regardless of their qualifications in order to fill a quota.

5. Cal students have an **aversion to anything labeled “Stanford”** and because of this, giving away a “Stanford” T-shirt during class wasn’t as easy as giving away a “Cal” T-shirt. Which of the following **explains this aversion**?
- Because of the principles of intensity and agreement.
  - Because of the principles of engagement, explanation, expectation clarity.
  - Because of the principles of fair process and distributive justice.
  - Because of the principle of adverse impact.
6. What **type of organizational structure** would you choose in order to **control the organization** from the top level of management and ensure standardization?
- Specialized structure.
  - Centralized structure.
  - Flat structure.
  - Matrix structure.
7. **Brad and Angelina** came by class to demonstrate what **performance rating accuracy** was all about. What did we learn from the performance rating exercise?
- You have to pick your evaluators very carefully so that you get the right people to rate you.
  - Multiple pieces of performance data just confuse people, so you should evaluate performance based on work outcomes.
  - You have to define what performance means in behavioral terms, define what the rating scale means in behavioral terms, and specify the performance data to rate to rate accurately.
  - It is always easier to work with people with smaller rather than larger egos (personalities).
8. What does the term “**WIFM**” refer to?
- To motivate high performance on the job, you need to find the reason for a person to work hard.
  - It is the California enforcement agency for equal employment opportunity laws.
  - To ensure you have selected the right person for the job, you need to find the match between an applicant’s interests and the characteristics of the company culture.
  - It stands for a type of job analysis that involves critical incidents.
9. What was the **overall point of contrasting McDonald’s with In-N-Out Burger** during class?
- To show that two different companies offering fast-food can have essentially the same business strategies and business goals.
  - To illustrate how differences in building blocks translate into different management strategies in the restaurants.
  - To show that fast-food businesses have to care about customer service in order to retain customers and stay in business.
  - To illustrate that mission determines business goals, and business goals determine strategy.

10. The following describes **one of the management processes** described in class and in the custom text: *“the process of monitoring a firm’s performance to make sure that it is meeting its goals.”* This is a definition of which management process?
- Organizing
  - Supervising
  - Planning
  - Controlling
11. An example of **“Quid Pro Quo”** sexual harassment is:
- A manager tries to kiss his subordinate while they are attending a company function at a nearby bar.
  - A supervisor makes physical contact with her subordinate by blocking his movement when he tries to pass her in hallway.
  - A manager promises a subordinate a promotion during the next review period if she agrees to have sexual relations with him.
  - An employee witnesses a co-worker grab her office mate by the waist and pull her close to him.
12. Which approach to **breaking resistance** to change leads to **trust and long-term commitment** to the change rather than temporary compliance?
- Fair Outcomes.
  - Distributive justice.
  - Procedural justice.
  - Distributive process.
13. For which of the following motivation theories say that **pay** is **NOT a motivator**?
- Two-factor theory.
  - Behavior modification.
  - Expectancy theory.
  - Classical theory.
14. **Agreement** between an employee and his manager with respect to the employee’s rated level of performance is important for what reason?
- Agreement is necessary for the employee to accept his/her rated level of performance and then to work toward improving it.
  - Agreement means that the manager set the right performance standards for the employee.
  - Agreement makes working together much more comfortable.
  - Agreement means that the manager and employee are well-matched as a team.

15. Which of the following is **TRUE** regarding the **workforce trends** described in the Status Report we discussed in class?
- a. In California, the Hispanic population is growing at the fastest rate in absolute numbers.
  - b. There is an 11 million person gap between the Baby Boomlet and the Baby Buster generations.
  - c. The average age of the workforce is decreasing due to the large numbers of young immigrants entering the US.
  - d. High school graduation rates are increasing, adding more skilled workers to the workforce every year.
16. In class you watched a video clip from the movie “**Top Gun**” in which Maverick (Tom Cruise’s character) flies his jet during the first day of training as a fighter pilot. Based on what you observed, what would you conclude about his **performance**?
- a. He is a high performer in all respects and should receive high performance ratings.
  - b. He is a high performer technically but he has a “can’t do” problem.
  - c. He is a high performer technically but he has a “won’t do” problem.
  - d. He is an average performer with both a “can’t do” and “won’t do” problem.
17. According to the article, “**What Leaders Really Do**,” the author describes several things that **leaders do differently from managers**. Which of the following is **NOT** one of those described?
- a. Setting direction for change by creating a vision and strategies.
  - b. Planning and budgeting to create smooth organizational functioning.
  - c. Aligning people so that they move together in the same direction.
  - d. Motivating employees so that they have the energy to overcome barriers or obstacles to change.
18. According to lecture, organizations should **design a performance measurement system** that focuses on the most important aspects of job performance because...
- a. Managers feel more empowered when it does.
  - b. Employees will be able to evaluate themselves and don’t need managers to tell them their strengths and weaknesses.
  - c. What you measure is what you get and consequently, employees will focus their efforts on doing things that are most important.
  - d. Feedback from performance reviews will be easier to explain to subordinates.
19. **Ben & Jerry’s Ice Cream** was discussed as an **example** of which of the following?
- a. How the right span of control can create an effective organization.
  - b. How structure follows strategy as a company changes over time.
  - c. How departmentalization can be done successfully.
  - d. How specialization allowed the company to increase market share.

20. Which of the following is **TRUE according to California Wage Orders**?
- a. An hourly worker gets overtime pay after six hours of work.
  - b. An hourly worker receives an extra hour of pay if he or she earned a break and was not provided one.
  - c. An hourly worker who works four hours must be provided a 10-minute rest break and one 30-minute lunch break.
  - d. An hourly worker must work at least an eight hour shift in order to receive a 30-minute lunch break.
21. Which of the following is **NOT** one of the **seven fundamental building blocks** introduced in class?
- a. Leadership
  - b. Mission
  - c. Organizational culture
  - d. Selection
22. Why are **SWOT analyses** conducted in organizations?
- a. To determine the KSAs of the job.
  - b. To determine what will affect a company's ability to achieve its business goals.
  - c. To identify the underlying values of an organization.
  - d. To create a vision statement to go along with a company's mission.
23. Let's say your subordinate comes to you one day and says that he **would work harder in his job if he had a raise in pay**. Should you give him the raise in pay now to get higher performance from him?
- a. Yes because he will be more motivated to work harder.
  - b. Yes because low pay is a de-motivator.
  - c. No because it is never a good reason to give people raises when they ask for them.
  - d. No because higher satisfaction does not lead to higher performance.
24. In class, I demonstrated how several **motivational theories** worked by asking Peter to jump rope under different conditions. How was the **Hawthorne effect** demonstrated?
- a. The class clapped and cheered for Peter while he jumped the rope.
  - b. I paid Peter for each set of 10 jumps.
  - c. I had Peter jump rope with two other students from the class so that it was more fun.
  - d. I asked Peter to jump rope and he did so because I had authority over him.
25. According to lecture, what is the **secret to effective selection**?
- a. Finding smart people who can adapt to a variety of work situations.
  - b. Finding the person who has the highest predicted performance on the job.
  - c. Finding the person who has the highest "fit" with the organization's culture.
  - d. Finding people who have a high speed of learning and can acquire skills quickly.

26. Which of the following best describes the approach recommended in class and reinforced in the readings for **creating an organization's structure**?
- a. Structure the organization to match the company's mission, strategy, and other factors to make it easy to get the results you want.
  - b. Structure the organization to mirror the most successful companies in your marketplace.
  - c. Structure the organization to control employee behavior from the top, ensuring that everyone within the organization follows the executive team's lead.
  - d. Structure the organization to follow textbook models of the correct organizational structure at each stage of maturity.
27. Which of the following **theories of motivation** depend on **external rewards** to motivate performance?
- a. Early behavioral theory.
  - b. Two-Factor theory.
  - c. Theory Y.
  - d. Expectancy theory.
28. Let's say you are **interviewing** applicants for the **job of GSI** at UC Berkeley. Which of the following questions would be the **best predictor**?
- a. What is your interest in this subject?
  - b. Why did you apply to the MBA program?
  - c. Tell me about a time you had to lead a group of students in a discussion on any topic. How did you go about doing it?
  - d. Sometimes GSIs have to stay late to talk to students and work on the weekends grading papers. Would you have time to do that?
29. What kind of **effect** do companies want to achieve by **departmentalizing** jobs?
- a. Greater focus on execution of tasks within a single job.
  - b. Greater communication and coordination across jobs within a single department.
  - c. Greater profits by eliminating low-performing employees.
  - d. Greater flexibility to respond to the market by giving managers more decision-making authority.
30. Which of the following is the **best work sample** for hiring a **chef** in a restaurant?
- a. Asking applicants to show in their resumes where they worked as a chef and to describe the types of cuisines they have prepared.
  - b. Asking applicants to prepare a menu and cook dishes from the menu that the restaurant owner selects.
  - c. Asking applicants to obtain recommendation letters from chefs who supervised their work in the past.
  - d. Asking applicants to show a certificate of graduation from a culinary school.

31. According to the **performance equation** presented in class, which of the following is **TRUE** regarding performance?
- Ability can compensate for low motivation.
  - Motivation can compensate for low ability.
  - Personality can compensate for both low ability and low motivation.
  - If either ability or motivation is low, performance will be low.
32. Prof. Banks presented a number of **guidelines for effective interviewing** from the perspective of interviewees in the custom text. Which of the following is **NOT** one of the guidelines?
- Building natural bridges from the question asked by the interviewer to the answer the interviewee needs to give to demonstrate his or her KSAs.
  - Be ready with stories of things the interviewee has done in the past that show his or her capabilities.
  - Turn the interviewer's questions around so the interviewee has the opportunity to demonstrate his or her KSAs regardless of what is asked.
  - Give the interviewer as much time to talk during the interview as possible in order to minimize the risk of saying something that eliminates the interviewee from consideration.
33. **California** offers **protection from discrimination or harassment** in employment on one factor that is not protected under federal law. What is it?
- Color
  - National origin
  - Race
  - Sexual orientation
34. In class, I told the story of **Andrew**, the "naked student" who attended classes at Cal. Which of the following statements **best represents what can be learned from this story**?
- He was insensitive to social norms about wearing clothes and therefore was not controlled by them.
  - Written rules are necessary to reinforce cultural norms so that there is uniform cooperation with cultural expectations.
  - Wearing pants rather than a sweater when it got cold would have saved the naked student's educational career at Cal.
  - People generally can easily ignore norms when they choose to.
35. If you wanted to **change your organization's culture**, which of the following would be the most effective strategy?
- Develop a new set of written rules and policies that directs employees to behave in a manner consistent with the "new" culture.
  - Have the company leaders formulate a set of values that reflect the new culture that is desired, and then have them model behaviors that are consistent with these values.
  - Hire a new company CEO who comes from a company that has the culture that you want.
  - Throw a company-wide party where everybody has a lot of fun and then hand out a list of new behaviors you expect from all employees.



36. Which of the following statements is **FALSE** regarding **O\*NET**?

- a. The O\*NET can be used to find out what wages are typically paid for a particular job in California.
- b. The O\*NET can be used to generate job specifications for a particular job.
- c. The O\*NET can be used to identify tasks and KSAs a person may want to integrate into a resume to show his or her qualifications for the job.
- d. The O\*NET can be used to learn how much employees like a particular job on average.

37. Which of the following is **TRUE** regarding the **Americans with Disabilities Act**?

- a. An employer can reject a disabled job candidate from employment on the basis of that person's disability.
- b. Employers are required to adjust qualifications for employment for disabled persons if they ask for accommodation.
- c. Any disability qualifies a person to be protected under the Americans with Disabilities Act.
- d. Disabled applicants should be evaluated on the basis of their KSAs for the job just like non-disabled job candidates are.

38. I have carefully checked my Scantron: **My section number is correctly shown**, and I checked to make sure my name is written in *Registrar's form: Last name, First name*.

- a. Yes
- b. No

39. This exam is **version "A."** Fill in the **bubble "A"** for this question and **write the letter "A"** up in the identification block of your Scantron.

