



## Dr.G.R.Damodaran College of Science

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CRISL rated 'A' (TN) for MBA and MIB Programmes

III MBA(PART TIME)[2015-2018]

SEMESTER-V

ELECTIVE: ORGANIZATIONAL DYNAMICS - 552U4

Multiple Choice Questions.

1. Organizational design usually refers to the process of \_\_\_\_\_
- A. Devising structures to attain goals.
  - B. Devising structure to attain purpose
  - C. Organizational design usually refers to the process of \_\_\_\_\_Devising structure to attain objectives\_\_\_\_
  - D. Orchestrating the structure.

ANSWER: A

2. Study of the \_\_\_\_\_ and that of the \_\_\_\_\_ of an organization are the two most common ways to look at the design of organizations.

- A. Structure and Culture.
- B. Environment and Culture.
- C. Principles and structure
- D. One major phase.

ANSWER: A

3. The basic elements of organizational design are \_\_\_\_\_.

- A. Structure
- B. Systems and procedures
- C. Values and culture
- D. All the above

ANSWER: D

4. \_\_\_\_\_ are the commonly shared core and basic values of the organization which can be created and maintained especially through role modeling as well as through various systems and procedures.

- A. Systems and procedures.
- B. Values and culture.
- C. People and value system.
- D. all the above.

ANSWER: A

5. An organization designed to fit the \_\_\_\_\_ of the past is not guaranteed to succeed in the future.

- A. Environment.
- B. Culture.
- C. System.
- D. all the above.

ANSWER: A

6. The basic social information processing model has the following features.

- A. Job Characteristics.

- B. Individual Behaviour.
- C. Information is processed socially by an individual
- D. All the above

ANSWER: D

7. What should effectively integrate the basic elements of the organization?

- A. Objectives of organization design.
- B. Objectives of organization role.
- C. Objectives of organization structure.
- D. All the above.

ANSWER: A

8. Older and /or bigger organizations tend to be more \_\_\_\_\_.

- A. Informal.
- B. Formalized.
- C. Differentiated.
- D. None of the above.

ANSWER: B

9. Sub - units tend to be \_\_\_\_\_ in large organization.

- A. Larger.
- B. Different.
- C. Smaller
- D. None of the above.

ANSWER: A

10. Design involves a series of \_\_\_\_\_.

- A. Procedures
- B. Choices.
- C. Structure.
- D. Steps.

ANSWER: B

11. \_\_\_\_\_ of the senior management team members also influences the organizational design.

- A. Shared values.
- B. Beliefs.
- C. Attitudes.
- D. All the above.

ANSWER: D

12. Greater \_\_\_\_\_ indicates lesser direct involvement and control.

- A. Decentralization.
- B. Centralization.
- C. Span of control.
- D. None of the above.

ANSWER: A

13. The Parameters of Organization design are \_\_\_\_\_ .

- A. Structured choices.
- B. Process related choices.
- C. Performance related choices.
- D. Structured choices and process related choices.

ANSWER: D

14. Given the size and age of the organization, one of the first choices to be exercised could be how much to \_\_\_\_\_ .

- A. Control.
- B. Specialize.
- C. Capture.
- D. None of the above.

ANSWER: B

15. \_\_\_\_\_ indicates the extent to which official duties are divided within functional areas between discrete, identifiable positions.

- A. Task specialization.
- B. Role specialization
- C. Job specialization.
- D. Performance.

ANSWER: B

16. Different bases of creating sub units or departments are known as \_\_\_\_\_ .

- A. Departmentation.
- B. Structure.
- C. Grouping.
- D. None of the above.

ANSWER: B

17. \_\_\_\_\_ can be achieved along the linking pins of hierarchy , by defining the rules and procedures for the work flow and through a special arrangement of positions or units whose specific role is to link differentiated units.

- A. Co ordination.
- B. Departmentation.
- C. Specialization.
- D. Grouping.

ANSWER: A

18. Which involves defining and providing the standards of performing the work itself?

- A. Process standardization.
- B. Performance standards.
- C. Grouping.
- D. All the above.

ANSWER: A

19. \_\_\_\_\_ often taken as similar to standardization.

- A. Specialization.
- B. Formalization.
- C. Procedural.
- D. Departmentation.

ANSWER: B

20. When beliefs and norms are shared among the people of a group , it is known as \_\_\_\_\_ .

- A. Environment.
- B. Procedure.
- C. Culture.
- D. System.

ANSWER: C

21. Culture is one of the methods that can be used for \_\_\_\_\_ .

- A. Control.
- B. Standardization.
- C. Co ordination.
- D. All the above.

ANSWER: D

22. When people start working in the organization, there would be differences and \_\_\_\_\_ .

- A. Co - ordination
- B. Conflicts.
- C. Control.
- D. None of the above.

ANSWER: B

23. What is available for processing, sharing and using of information so that uncertainty about what happens next in the external and internal environment can be reduced?

- A. Strategies.
- B. Plans.
- C. Informations
- D. Steps.

ANSWER: A

24. If the information system is not appropriately designed to suit the organizations type and needs the \_\_\_\_\_ automatically drops.

- A. Performance.
- B. Behavior.
- C. Management.
- D. Opinion.

ANSWER: A

25. What is the critical link between the design and performance of a organization?

- A. Control system.
- B. Integration.
- C. Co ordination
- D. None of the above.

ANSWER: A

26. \_\_\_\_\_ need to be team based rather than focusing on individuals.

- A. Design and flow of work.
- B. Distribution of responsibility.
- C. Sharing of authority.
- D. All the above.

ANSWER: D

27. Effective \_\_\_\_ is necessary for internal efficiency and the satisfaction of the customers, employees, suppliers and other important stake holders.

- A. Operational control.
- B. Strategic control.
- C. Performance.
- D. Compensation.

ANSWER: A

28. High control leads to \_\_\_\_\_ of the system as well as motivation and commitment of the people.

- A. Complexity.
- B. Rigidity.

- C. Slowness.
- D. All the above.

ANSWER: D

29. Who assign different tasks and roles to different persons or groups of persons or units within the organization?

- A. Managers.
- B. HR.
- C. Department heads
- D. Supervisors.

ANSWER: A

30. When \_\_\_\_\_ is scanned for changes, both kinds of information can be found, routine and non - routine.

- A. Environment.
- B. Society.
- C. Organization.
- D. Business.

ANSWER: A

31. Which design is suitable for processing non routine information?

- A. Organic.
- B. Mechanistic.
- C. Routine.
- D. Specialized.

ANSWER: A

32. The outcomes of mechanistic design paradigm are \_\_\_\_\_ .

- A. Emphasis on dividing the task and differentiation.
- B. Performance is integrated and reconciled to functional responsibilities of supervisors
- C. Assumed that all knowledge is necessary for goal attainment is located at the top ,accordingly communication includes more of directions and orders.
- D. All the above.

ANSWER: D

33. \_\_\_\_\_ need to be created in such a way that the information is nevertheless gathered and generated , but then processed effectively and sent to the people who require it , without really always following the proper channel , if the need be.

- A. Buffers.
- B. Managers.
- C. Subordinates.
- D. Supervisors.

ANSWER: A

34. Organizations such as 3M and GE are known for creating and facilitating high levels of innovation, which in turn, benefit the organizations in a number of ways \_\_\_\_\_

- A. Strengthening the bottom line.
- B. high saliency among clients.
- C. Talented employees and a leadership position among competitors.
- D. All the above.

ANSWER: D

35. Greater profitability is not derived from any \_\_\_\_\_ design variable, everything else being the same.

- A. Single.

- B. Double.
- C. Zero.
- D. None of the above.

ANSWER: A

36. Which firms require less uncertainty to keep differentiation and integration low in order to retain their design effectiveness?

- A. Large.
- B. Small.
- C. Medium.
- D. None of the above.

ANSWER: B

37. During the management of \_\_\_\_\_ and change managers and consultants find it relatively easy to change the structure as well as the systems and procedures.

- A. Transition.
- B. Development.
- C. Plan.
- D. None of the above.

ANSWER: A

38. Relinquishing the old patterns and embracing the new ones is impossible unless the beliefs and values change.

- A. Norms.
- B. Ideas.
- C. Values.
- D. Attitudes.

ANSWER: C

39. \_\_\_\_\_ and implementation are considerably participatory.

- A. Decision making.
- B. Planning.
- C. Coordinating.
- D. Organizing.

ANSWER: A

40. In Indian economy \_\_\_\_\_ has been widely taken as a major trigger for change.

- A. Liberalization.
- B. Commercialization.
- C. Modernization.
- D. Collaborations.

ANSWER: A

41. After liberalization the organizations improved their focus on \_\_\_\_\_ .

- A. Productivity.
- B. Quality of products and processes.
- C. Operating efficiency and customer need.
- D. All the above.

ANSWER: D

42. Changes and redesigning measures are more true of large sized corporate entities in the \_\_\_\_\_ sector.

- A. Private.
- B. Public.
- C. Private and public.

D. None of the above.

ANSWER: A

43. The workers are seen as unprotected by \_\_\_\_\_ casual or contractually hired and therefore defenceless and often they do not enjoy the benefits of housing and insurance cover for health and life.

- A. Managers.
- B. Unions.
- C. Employers.
- D. None of the above

ANSWER: B

44. ----- commitment refers to an employees obligation to remain with an organization for moral or ethical reasons.

- A. Affective.
- B. Continuance.
- C. Theoretical.
- D. Normative

ANSWER: D

45. The relationship between \_\_\_\_\_ and job performance is likely to be an issue of growing importance during the next decade.

- A. Gender
- B. Marital status.
- C. Age.
- D. Tenure.

ANSWER: C

46. Knowledge and competency are spread throughout the \_\_\_\_\_ and so communication contains information that is to be shared and advice needs to be given when asked for.

- A. Organization.
- B. Employees.
- C. Subordinates.
- D. All the above.

ANSWER: A

47. The Mahajans in India were formed by the prestigious and honorable merchant princes \_.

- A. Aabrudaar pratisthit Seths.
- B. Majoor Mahajans.
- C. Nagarsheth.
- D. Khandwalla.

ANSWER: A

48. \_\_\_\_\_ structured an effectively balanced structure as well as processes covered by an organization design.

- A. Aabrudaar pratisthit Seths.
- B. Majoor Mahajans.
- C. Nagarsheth.
- D. Khandwalla.

ANSWER: D

49. In the northern India mahajan refers to an \_\_\_\_\_.

- A. Individual Bania
- B. Manager.
- C. Supervisor.

D. Workers.  
ANSWER: A

50. On the operational front, the mahajans performed in resolving disputes among the \_\_\_\_ .  
A. Merchants.  
B. Traders.  
C. Tax collection agency.  
D. Government

ANSWER: A

51. \_\_\_\_ of the organization is contingent upon the uncertainty presented by the changes and its environment so that its managers can effectively respond to these uncertainties  
A. Structure.  
B. Layers.  
C. Shape.  
D. None of the above.

ANSWER: A

52. Organization structures can also be of organic or \_\_\_\_ types.  
A. Centralized.  
B. Mechanistic.  
C. Decentralized.  
D. Organic.

ANSWER: B

53. \_\_\_\_ is an outcome of planned, deliberate design process.  
A. Organizational structure.  
B. Assumptions.  
C. Consequences.  
D. Organizational Environment.

ANSWER: A

54. \_\_\_\_ structure is more effective in a stable environment.  
A. Mechanistic.  
B. Organic.  
C. Centralized.  
D. Decentralized.

ANSWER: A

55. Where the environment is unstable and changing an \_\_\_\_ structure would be more effective.  
A. Centralized.  
B. Mechanistic.  
C. Decentralized.  
D. Organic.

ANSWER: D

56. \_\_\_\_ has identified elements of the structure of organizations, which call for managers choice at the design stage.  
A. John child.  
B. Gerome.  
C. Ghoshal.  
D. Lampel.

ANSWER: A

57. In which year the elements of the structure of the organization were designed?

- A. 1972.
- B. 1973.
- C. 1962.
- D. 1963.

ANSWER: A

58. \_\_\_\_ is the extent to which official duties are divided between discrete, identifiable functional area.

- A. Functional specialization.
- B. Role specialization.
- C. Centralization.
- D. Job specialization.

ANSWER: A

59. What do you mean by formalization?

- A. Procedures & rules are written down.
- B. Instructions are written down.
- C. Communications are written down.
- D. All the above.

ANSWER: D

60. Configuration is the shape of the \_\_\_\_\_ structure.

- A. Organization.
- B. Role.
- C. Functional.
- D. None of the above.

ANSWER: B

61. Design variables are \_\_\_\_\_

- A. Structure.
- B. Systems and procedures.
- C. culture.
- D. All the above.

ANSWER: D

62. Structure variables are \_\_\_\_.

- A. Form and chain of command.
- B. Span of control and hierarchy.
- C. Delegation and coordination.
- D. All the above.

ANSWER: D

63. \_\_\_\_\_ is laid over the chain of operations in order to provide for supervision and control over the operations.

- A. Chain of command.
- B. Span of control.
- C. Delegation.
- D. Coordination.

ANSWER: A

64. \_\_\_\_\_ or coverage under the control of concern of a manager should be understood both, horizontally and vertically

- A. Form.
- B. Span.

- C. Hierarchy.
- D. Chain of command

ANSWER: B

65. An hierarchy is defined as a system of \_\_\_\_\_ .

- A. Levels.
- B. Roles.
- C. Departments.
- D. Structure.

ANSWER: B

66. \_\_\_\_\_ principle established a strict hierarchical system of authority as a vital characteristic of administration.

- A. Weber.
- B. Gerloff.
- C. John child.
- D. Edwin.

ANSWER: A

67. \_\_\_\_\_ is possible but the accompanying responsibility for the outcome still remains with the superior offices.

- A. Delegation of authority.
- B. Delegation of responsibility.
- C. Delegation of power.
- D. All the above.

ANSWER: A

68. The components used by the organizations are \_\_\_\_\_.

- A. Operating and strategic.
- B. Techno structure.
- C. support staff.
- D. All the above.

ANSWER: D

69. \_\_\_\_\_ consists of the top general managers of the organization and their personal staff.

- A. Strategic apex.
- B. Support staff.
- C. Operating apex.
- D. None of the above.

ANSWER: A

70. \_\_\_\_\_ includes those groups that provide indirect support to the rest of the organization.

- A. Support staff.
- B. Operating and strategic.
- C. Techno structure.
- D. All the above.

ANSWER: A

71. When work behavior, processes, outputs or skills are standardized different parts of \_\_\_\_\_ become coordinated.

- A. Departments.
- B. Levels.
- C. Organization.
- D. Channels.

ANSWER: C

72. \_\_\_\_\_ is the creation or emergence of differences in the organization.

- A. Differentiation.
- B. Departmentalization.
- C. Formalization.
- D. Specialization.

ANSWER: A

73. \_\_\_\_\_ is a process resulting out of choice, of grouping tasks according to some criterion.

- A. Differentiation.
- B. Departmentalization.
- C. Formalization.
- D. Specialization

ANSWER: B

74. Sections, departments or divisions also known as \_\_\_\_\_.

- A. Departmentation.
- B. Organization.
- C. Hierarchy.
- D. All the above.

ANSWER: A

75. Different groups perform different activities and therefore \_\_\_\_\_ among these groups is required.

- A. Coordination.
- B. Decision making skills.
- C. Planning and organizing.
- D. Directing.

ANSWER: A

76. What type of departmentation can be selected by the company who want to ensure that their product reaches the intended customers through multiple channels so that the product enjoys high saliency and provides easy reminder to the customer?

- A. Distribution channel.
- B. Market channel.
- C. Customer channel.
- D. Market or distribution channel.

ANSWER: B

77. \_\_\_\_\_ allows managers to benefit from the economies of scale and people becoming experts in particular areas of becoming experts in particular areas of work, like production , accounting and so on.

- A. Departmentation.
- B. Differentiating.
- C. Grouping.
- D. Training.

ANSWER: B

78. Co ordination can integrate the differentiated sub units through \_\_\_\_\_

- A. Hierarchy.
- B. Direct contact.
- C. Liaison role.
- D. All the above.

ANSWER: D

79. A full time coordinator with liaison responsibility is also known as an \_\_\_\_\_

- A. Integrator
- B. Leader.
- C. Manager.
- D. None of the above.

ANSWER: A

80. \_\_\_\_\_ is a process requiring managers to meet face to face and in groups to decide the overall targets and a general course of action, thereby providing an opportunity to reduce uncertainty as well as ambiguity.

- A. Organizing.
- B. Planning.
- C. Directing.
- D. Controlling.

ANSWER: B

81. When an organization assigns specialists to groups according to the projects they are working on, this is called \_\_\_\_\_.

- A. Divisional structure.
- B. Functional structure.
- C. Product structure.
- D. Matrix structure

ANSWER: D

82. A simple organizational structure is characterized by \_\_\_\_\_.

- A. High departmentalization.
- B. Wide spans of control.
- C. Decentralized authority
- D. High levels of formalization

ANSWER: B

83. Divisional structure allows grouping of different groups of jobs that are related by \_\_\_\_\_

- A. The product produced
- B. The service offered
- C. The cost advantage within a niche market
- D. The product and service offered

ANSWER: D

84. Matrix structure mixes characteristics of functional departmentalization and \_\_\_\_\_

- A. Product departmentalization.
- B. Process departmentalization
- C. A dual chain of command
- D. A narrow span of control

ANSWER: A

85. Matrix structure violates a key element of organizational design called \_\_\_\_\_.

- A. Unity of command
- B. chain of command
- C. span of management
- D. decentralization

ANSWER: A

86. The matrix approach violates what classical principle?

- A. Unity of command.
- B. Decentralization.
- C. Customer focus.
- D. Linear lines of responsibility

ANSWER: A

87. \_\_\_\_\_ structure is an advanced version of the matrix organization, where employees continuously work on assignments that are oriented to completion of a task

- A. Weighted
- B. Functional.
- C. Conservative
- D. Project.

ANSWER: D

88. A \_\_\_\_\_ organization is a small core organization that outsources major business functions such as manufacturing, allowing the firm to concentrate on its core. Competencies

- A. Network.
- B. Virtual.
- C. Module.
- D. Learning

ANSWER: A

89. A \_\_\_\_\_ organization consists of a small core of full-time employees and temporarily hires outside specialists to work on emergent opportunities

- A. Network.
- B. Virtual.
- C. Modular.
- D. Learning.

ANSWER: B

90. \_\_\_\_\_ defines business process as a structured measured set of activities designed to produce a specific output for a particular customer of market.

- A. Davenport.
- B. Hammer and Champy.
- C. John Child
- D. Henriki.

ANSWER: A

91. In 1993 \_\_\_\_\_ defined a business process as a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer.

- A. Davenport.
- B. Hammer and Champy.
- C. John Child
- D. Henriki

ANSWER: B

92. \_\_\_\_\_ processes integrate various values creating and enabling processes as well as their sub processes meaningfully, so as to manage internal and external relationships

- A. Organizational.
- B. Structural.
- C. Management.
- D. None of the above.

ANSWER: C

93. A \_\_\_\_\_ organization is argued to be a powerful answer to the problems with which functional and product oriented structure firms could not cope

- A. Process based.
- B. Structure based.
- C. Virtual based.
- D. Matrix based.

ANSWER: A

94. The forces of \_\_\_\_\_ have encouraged consumers to demand more and more.

- A. Change.
- B. Taste & preferences.
- C. Globalization.
- D. Market penetration.

ANSWER: C

95. Almost all organizations are likely to have \_\_\_\_\_ .

- A. Customer processes.
- B. Development processes.
- C. Planning and control processes
- D. All the above.

ANSWER: D

96. The different processes need to be \_\_\_\_\_ in a way so that it is meaningful for the specific firm in the specific industry.

- A. Changed.
- B. Structured.
- C. Managed.
- D. Mapped.

ANSWER: D

97. If you have some experience of working in an organization, you would agree that membership to an organization gives rise to a special way of life and creation of meaning

- A. Creation of meaning.
- B. Creates culture.
- C. Good result.
- D. None of the above.

ANSWER: A

98. What do you mean by OCP?

- A. Organizational culture planning.
- B. Organizational culture procedure.
- C. Organizational culture profile.
- D. None of the above.

ANSWER: C

99. \_\_\_\_\_ indicates whether high or low value is attached to being precise and analytical.

- A. Attention to detail.
- B. Respect for people.
- C. Team Orientation.
- D. Outcome orientation.

ANSWER: A

100. \_\_\_\_\_ includes the value of being high in competitiveness and low in social responsibility.

- A. Aggressiveness.

- B. Outcome orientation.
- C. Team orientation.
- D. Respect for people.

ANSWER: A

101. \_\_\_\_\_ comprises the values of being people oriented collaborative and team oriented.

- A. Respect for people.
- B. Outcome.
- C. Team Orientation.
- D. All the above.

ANSWER: C

102. \_\_\_\_\_ suggested three types of power that an organization can exert over the members.

- A. Etzioni.
- B. Emutzion.
- C. Alizioni.
- D. None of the above.

ANSWER: A

103. \_\_\_\_\_ are the power that an organization can exert over its members

- A. Coercive.
- B. Utilitarian
- C. Normative.
- D. All the above.

ANSWER: D

104. Organizations where \_\_\_\_\_ power is exercised more widely the belief is that people should or should not do something because they realize that something should or should not be done, and they understand why.

- A. Normative.
- B. Coercive.
- C. Utilitarian.
- D. All the above.

ANSWER: A

105. \_\_\_\_\_ power draws more from the value exchange

- A. Normative.
- B. Coercive.
- C. Utilitarian.
- D. All the above.

ANSWER: C

106. It is difficult to measure \_\_\_\_\_ fully , and if one selects certain aspects of it , its essence may not be trapped completely.

- A. Performance.
- B. Culture.
- C. Results.
- D. Outcome.

ANSWER: B

107. There are many \_\_\_\_\_ issues raised against the way culture is measured and several experts seem to dislike the notion of attempting to measure culture at all.

- A. Methodological.
- B. Terminological.

- C. Organizational.
- D. All the above.

ANSWER: A

108. We believe that \_\_\_ might be interested in exploring how organizational culture impacts the concrete,if not abstract aspects of working in or of the organization

- A. Employers.
- B. Employees.
- C. Managers.
- D. Supervisors.

ANSWER: C

109. It is now recognized that culture affects the \_\_\_\_\_ performance of a firm.

- A. Financial.
- B. Human resource.
- C. production.
- D. Marketing.

ANSWER: A

110. Organizations with strong cultures also have less volatile cashflow and more reliable financial performance, and hence they attract more \_\_\_\_\_ .

- A. Agents.
- B. Investors.
- C. Brokers.
- D. All the above.

ANSWER: B

111. A strong culture helps in two ways : creating competitive advantage over competitors through better internal \_\_\_\_\_ and \_\_\_\_\_ and further strengthening this advantage by attracting more investment.

- A. Co ordination and control.
- B. Planning and organizing.
- C. Planning and scheduling.
- D. Co ordination and planning.

ANSWER: A

112. Organizational culture can serve as a \_\_\_\_\_ for formalization in a number of ways

- A. Substitute.
- B. Competitor.
- C. Agent.
- D. None of the above.

ANSWER: A

113. The culture can influence some of the important performance variables of the organization such as \_\_\_\_\_ and \_\_\_\_\_ .

- A. Absenteeism and Turnover.
- B. Absenteeism and Job commitment.
- C. Turnover and job commitment.
- D. Job performance and job commitment.

ANSWER: C

114. Cultures can determine if the new \_\_\_\_\_ that the top management has decided to adopt will be supported by the rest of the employees.

- A. Market.

- B. Technology.
- C. Authority and Responsibility
- D. None of the above.

ANSWER: B

115. \_\_\_\_ can play a crucial role in determining the success or failure of Mergers & Acquisitions.

- A. System.
- B. Culture
- C. Team
- D. Aggressiveness.

ANSWER: B

116. Some firms want to retain all employees, irrespective of their \_\_\_\_ .

- A. Performance.
- B. Behaviour.
- C. Attitude
- D. Result.

ANSWER: A

117. During periods of worker shortage \_\_\_\_ .

- A. There is high unemployment.
- B. Companies need to reduce wages.
- C. Companies should maintain extremely high qualification standards.
- D. Creative recruiting and training programs may be necessary.

ANSWER: D

118. Job design should include all BUT the following \_\_\_\_ .

- A. The major duties relevant to a particular job.
- B. Expected performance standards.
- C. The equipment needed by the worker
- D. An evaluation of the workers personal needs

ANSWER: D

119. To cope with the complexity of life, individuals rely on habits or \_\_\_\_\_.

- A. Programmed responses.
- B. The status quo.
- C. Beliefs
- D. Certainties .

ANSWER: C

120. Which of the reasons for resistance to change expressed by an employee may be beneficial to the organization?

- A. Uncertainty.
- B. Freezing.
- C. Change is incompatible with the interests of the organization
- D. Refreezing.

ANSWER: A

121. The \_\_\_\_ theory has been appreciated for its intuitive appeal and simplicity.

- A. Managerial Grid.
- B. Theory X and Theory Y.
- C. Substitute theory.
- D. Path goal.

ANSWER: A

122. \_\_\_\_ manager is least concerned about people as well as for production

- A. Impoverished.
- B. Country club.
- C. Task master.
- D. All the above.

ANSWER: A

123. \_\_\_\_\_ leadership provide guidance about what should be done and how to do it , scheduling work , and maintaining standards of performance

- A. Directive.
- B. Participative.
- C. Supportive.
- D. None of the above.

ANSWER: A

124. What type of leader seriously considers the employees idea when making decisions?

- A. Directive.
- B. Participative.
- C. Supportive.
- D. None of the above.

ANSWER: B

125. Who was first one who wrote about the transforming effect of leadership which created fresh research activity in the field of leadership?

- A. James Mc Gregor Burns.
- B. kerr and Jermier.
- C. Howell et al.
- D. Blake & Mouton.

ANSWER: A

126. \_\_\_\_ leadership in contrast , involves management by exception , intervention and punishing those who made errors.

- A. Transactional .
- B. Transformational.
- C. Supportive.
- D. Participative.

ANSWER: A

127. Which theory explains the relationship that the leader shares one to one his her subordinates.

- A. Leader member exchange.
- B. Vertical Dyad linkage.
- C. Transformational.
- D. None of the above.

ANSWER: A

128. The \_\_\_\_ school highlights a leader as a facilitator of change occurring when one or more person engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality

- A. Transactional.
- B. Supportive.
- C. Transformational.
- D. None of the above.

ANSWER: C

129. Who are effective change agents?

- A. Leaders
- B. Subordinates.
- C. Superiors.
- D. Top management

ANSWER: A

130. \_\_\_\_ explained the process of change by putting it between the processes called unfreezing and refreezing.

- A. Edgar Schein.
- B. kotter.
- C. Kurt Lewin
- D. None of the above.

ANSWER: B

131. The S in the acronym for SMART goals stands for \_\_\_\_.

- A. Specific
- B. Straightforward
- C. Strategic
- D. Source

ANSWER: A

132. The M in the acronym for SMART goals stands for \_\_\_\_.

- A. Moderate
- B. Measurable
- C. Meaningful
- D. Mid-range

ANSWER: B

133. The A in the acronym for SMART goals stands for \_\_\_\_.

- A. Actionable
- B. Appropriate
- C. Attainable
- D. Attitude

ANSWER: C

134. Participatively set goals result in higher performance than assigned goals when \_\_\_\_.

- A. Participatively set goals are more difficult
- B. Assigned goals are more difficult
- C. The rewards are also higher
- D. Participatively set goals are used consistently

ANSWER: A

135. When using goal setting in performance management, the goals should be \_\_\_\_.

- A. Difficult
- B. Challenging
- C. Doable
- D. All of the above.

ANSWER: D

136. Who is the primary person responsible for doing the actual appraising of an employees performance?

- A. The employees direct supervisor

- B. The company appraiser
- C. The human resource manager
- D. The EEO contact person

ANSWER: A

137. Which of the following is not a role played by the HR department regarding performance appraisals?

- A. Training of supervisors
- B. Monitoring the appraisal system
- C. Appraising of employees
- D. Ensuring compliance with EEO laws

ANSWER: C

138. When designing an actual appraisal method, the two basic considerations are \_\_\_\_\_.

- A. Who should measure and when to measure
- B. When to measure and what to measure
- C. What to measure and who should measure
- D. What to measure and how to measure

ANSWER: D

139. The most popular technique for appraising performance is the \_\_\_\_\_ method.

- A. Alternation ranking
- B. Graphic rating scale
- C. Likert
- D. MBO

ANSWER: B

140. Which performance appraisal technique lists traits and a range of performance?

- A. Alternation ranking
- B. Graphic rating scale
- C. Likert
- D. Constant sum rating scale

ANSWER: B

141. What do performance appraisals measure?

- A. Generic dimensions of performance
- B. Performance of actual duties
- C. Employee competency
- D. All of the above

ANSWER: D

142. If a performance appraisal focuses on an employees ability to identify and analyze problems or to maintain harmonious and effective working relationships then the performance appraisal is focused on measuring \_\_\_\_\_.

- A. Generic dimensions of performance
- B. Performance of actual duties
- C. Employee competency
- D. Achievement of objectives

ANSWER: C

143. If a performance appraisal focuses on an employees quality and quantity of work, then the performance appraisal is focused on measuring \_\_\_\_\_.

- A. Generic dimensions of performance
- B. Performance of actual duties

- C. Employee competency
- D. Achievement of objectives

ANSWER: A

144. The \_\_\_\_\_ method of performance appraisal involves listing all the subordinates to be rated, crossing out the names of any not known well enough to rank, indicating the employee who is the highest on each characteristic being measured and who is the lowest, and then alternating between the next highest and lowest until all employees have been ranked

- A. Alternation ranking
- B. Graphic rating scale
- C. Likert
- D. MBO

ANSWER: A

145. Alternation ranking refers to an appraisal method, which \_\_\_\_\_.

- A. Is based on progress made toward the accomplishment of measurable goals
- B. . Combines the benefits of narratives, critical incidents, and quantified scales by assigning scale points with specific examples of good or poor performance
- C. Requires that the supervisor keep a log of positive and negative examples of a subordinates work-related behavior
- D. Involves listing all the subordinates to be rated, crossing out the names of any not known well enough to rank, indicating the employee who is the highest on each characteristic being measured and who is the lowest, and then alternating between the next highest and lowest until all employees have been ranked

ANSWER: D

146. The most popular method for ranking employees is the \_\_\_\_\_ method.

- A. Graphic ranking scale
- B. Constant sum ranking scale
- C. Alternation ranking
- D. Paired comparison

ANSWER: C

147. Suppose you have five employees to rate. You make a chart of all possible pairs of employees for each trait being evaluated. Then, you indicate the better employee of the pair for each pair. Finally, you add up the number of positives for each employee. In this case, you have used the \_\_\_\_\_ method of performance appraisal.

- A. Graphic ranking scale
- B. Constant sum ranking scale
- C. Alternation ranking
- D. Forced distribution

ANSWER: D

148. Goals of an organization are often derived from its:

- A. Strategy.
- B. Purpose.
- C. Objectives.
- D. Missions.

ANSWER: D

149. Which of the following shows a residual type of behavior in an organization?

- A. Defender.
- B. Analyzer.
- C. Prospector.

D. Reactor.  
ANSWER: C

150. Which of the following peoples show long term behavior?

- A. Japanese.
- B. Malays.
- C. Chinese.
- D. All of the given options.

ANSWER: D