Model Question Paper
Organizational Behavior (SMB103)

- Answer all 100 questions.
- Each question carries one mark.

1. In which of the following OB models, a manager may penalize the employee for not following his orders and the managerial orientation is that of formal and official authority?

    (a) Behavioral
    (b) Custodial
    (c) Autocratic
    (d) Collegial
    (e) Supportive.

2. In which of the following roles of decision-making, a manager gathers information with the help of news papers, magazines, etc., and also communicates with the field executives who are in close contact with customers?

    (a) Monitor
    (b) Negotiator
    (c) Entrepreneur
    (d) Disturbance handler
    (e) Resource allocator.

3. An overall model of organizational behavior can be developed by making use of some theoretical frameworks. In this regard, which of the following frameworks is based on the expectancy, demand and incentive concepts?

    (a) Social learning framework
    (b) Conceptual framework
    (c) Behavioristic framework
    (d) Cognitive framework
    (e) Selective framework.

4. Managers should be well equipped with several skills and competencies to achieve their goals successfully. Which of the following pertain(s) to technical skills?

    I. The ability of a person to work well with other people in a group.
    II. The ability of a person to think and conceptualize abstract situations.
    III. The ability of a person to carry out a specific activity with knowledge of methods, processes and procedures.

    (a) Only (I) above
    (b) Only (II) above
    (c) Only (III) above
    (d) Both (II) and (III) above
    (e) All (I), (II) and (III) above.

5. Total Quality Management (TQM) was highly acclaimed and the most widely used quality management approach. Which of the following statements is **not true** regarding TQM?

    (a) It emphasizes on small and continuous improvement
    (b) It encourages employees to rethink what they do and empowers them to participate in workplace decisions
    (c) It improves all the organizational processes thus enhancing customer satisfaction
    (d) It seeks to improve quality and productivity by bringing about radical changes in the business process
    (e) It requires the participation and cooperation of employees to achieve desired improvement in quality and productivity.

6. Which of the following disciplines that contributed to human relations and organizational behavior has provided many useful insights in attitude change, communication patterns, group processes and group decision-making?

    (a) Psychology
    (b) Social psychology
    (c) Industrial psychology
    (d) Sociology
    (e) Economics.

7. McGregor defined assumptions that he felt underpinned the practices and stances of managers in relation to employees. These were evident from their actions and conversations. McGregor developed two sets of propositions i.e., theory X and theory Y. Which of the following assumptions is **true** regarding theory X?

(a) The expenditure of physical and mental effort in work is as natural as play or rest
(b) Financial rewards and punishments are the best ways for achieving organizational objectives
(c) Job satisfaction will lead to more commitment to the organization
(d) Imagination, creativity and ingenuity help many employees to solve work related problems
(e) Under the conditions of modern industrial life, the intellectual potentialities of the average man are only partially utilized.

8. Theory Z was propounded by William Ouchi, who proposed it after a careful study of American companies like IBM, HP, Intel, etc. Which of the following is/are **true** regarding Theory Z?

I. Theory Z is an integrative method combining both American and Japanese management practices.
II. Theory Z organizations have a holistic concern for their employees.
III. Ouchi recommended that American organizations have to modify their management styles to match the quality and productivity of Japanese companies.

(a) Only (I) above
(b) Both (I) and (II) above
(c) Both (I) and (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

9. While human beings have immense capacity to change and grow, there are some limitations. All the following are the limitations of human behavior, **except**

(a) The linguistic capability is not much sophisticated in human beings
(b) People can handle only limited information at a time
(c) There are certain physical and psychological limits beyond which individuals cannot change themselves
(d) The decisions taken by people based on incomplete information are often less effective
(e) Complex input data can put individuals in a state of confusion.

10. Which of the following refers to involuntary actions performed by a person without considering the consequences of the actions?

(a) Personality
(b) Environment
(c) Cognition
(d) Instincts
(e) Machiavellianism.

11. Employees of a production unit have been taught that a red caution light flashes on the assembly line when a problem has occurred. They need to stop the assembly line immediately in order to identify and remove the problem. According to learning theory, this is an example of the use of

(a) Instrumental learning
(b) Cognitive learning
(c) Perceptive learning
(d) Associative learning
(e) Assumptive learning.

12. It has been found that practically all the behavior of individuals in an organization is either directly or indirectly learned. Which of the following statements is/are **true** regarding learning?

I. Learning is a relatively permanent change.
II. Learning is not based on experience.
III. Learning occurs not only through formal training programs but also in an informal and haphazard manner.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (I) and (III) above
(e) All (I), (II) and (III) above.

13. Operant conditioning has been associated with the work of B.F. Skinner. Which of the following is **true** regarding operant conditioning?

    (a) Consequences determine the behavior that results in learning
    (b) Focus is on reflexive behavior
    (c) More emphasis is laid on unconditioned behavior
    (d) Conditioned stimulus serves as a reward
    (e) Consequence to the stimulus determines the behavior of individuals.

14. Which of the following approaches, developed by Taylor was the first attempt to improve the conditions of workers in factories but overlooked certain aspects of interpersonal and social behavior in organizations?

    (a) Scientific management
    (b) Motivational
    (c) Behavioral
    (d) Personnel management
    (e) Human resource.

15. Diversity and ethics have become very important areas in the study of organizational behavior. Which of the following is/are **true** regarding diversity?

    I.   As the composition of the workforce has been changing over the past few years, managing diversity has become less challenging to the organizations.
    II. The major characteristics of diversity are age, gender, ethnicity and education.
    III. A major reason for emergence of diversity is changes in the demographic structure.

    (a) Only (I) above
    (b) Only (II) above
    (c) Both (I) and (II) above
    (d) Both (II) and (III) above
    (e) All (I), (II) and (III) above.

16. Managers often understand their employee's point of view and thus help them deal with delicate situations. This can be referred to as

    (a) Empathy
    (b) Perception
    (c) Attitude
    (d) Learning
    (e) Opinion.

17. Mentoring programs help the employees to manage diversity in the organizations. In this context, which of the following is **not true** regarding the duties of a mentor?

    (a) Acts as a coach
    (b) Offers emotional support
    (c) Acts as a role model
    (d) Acts as a sponsor
    (e) Acts as a protégé.

18. Alternative work schedules provide dual-career families the flexibility to balance work and family demands. In this regard, which of the following alternative work schedules enables employees to work from home by means of a computer?

    (a) Flextime
    (b) Compressed workweek
    (c) Job sharing
    (d) Telecommuting
    (e) Job rotation.

19. Genetech Ltd., is a multicultural organization that violates the law and hires work force based on criteria like age, gender, education, race or religion. This type of an organization is known as

    (a) Exclusionary organization
    (b) Club organization
    (c) Compliance organization
    (d) Affirmative Action organization
    (e) Redefining organization.

20. The women are mostly subjected to 'pay and promotion' discrimination in organizations. The 'Glass Ceiling Effect' states everything, **except**

    (a) Artificial barriers that prevent women from moving unto senior management positions
    (b) Women give greater priority to family than careers
    (c) Women cannot handle challenges at higher levels
    (d) They give priority to their ambitions
    (e) Men have better leadership skills than women.

21. Two U.S. based Nissan trainers were reprimanded by their supervisor for making negative comments against him in their emails. The two trainers sued the company and regarded the incident as

    (a) Discrimination
    (b) Violation of privacy
    (c) Empathy
    (d) Work - pressure
    (e) Cultural differences.

22. In which of the following steps of communication process, a sender selects appropriate words, charts or other symbols to convey his/her idea as clearly as possible?

    (a) Reception of the message
    (b) Transmitting the message
    (c) Encoding the message
    (d) Developing an idea
    (e) Decoding of the message.

23. Smith, working as a research assistant in a drug manufacturing concern, updates his superior about the projects in which there is significant progress but does not inform him of the projects that are lagging behind. This act of Smith can be referred to as

    (a) Short listing
    (b) Filtering
    (c) Précising
    (d) Shortening
    (e) Brevity.

24. Abhishek is working as a team leader in Webster Info Tech Ltd. He was assigned a new project that had to be completed in a very short duration. Hence, Abhishek wanted to start working on the project within two days. He sent e-mails to his team members to inform the details of the new project. Which of the following types of communication is being used by Abhishek?

    (a) Horizontal
    (b) Non-verbal
    (c) Downward
    (d) Vertical
    (e) Upward.

25. Non-verbal communication takes many forms. The most common form of nonverbal communication is the use of body language. The study of body movement is known as

    (a) Grapevine
    (b) Gossip
    (c) Kinesics
    (d) Group think
    (e) Para language.

26. The managerial communication model was developed to explain the different styles of communication used by managers and to provide a framework for understanding how managers communicate in organizations. In this context, which of the following statements is/are **not true** with respect to formal controllers?

    I.   These managers frequently communicate with superiors as well as subordinates.
    II. These managers communicate only when needed and limit their communication only to people whom they need to interact with.
    III. These managers communicate with everyone in the organization.
    IV. These managers adhere strictly to their official schedules.

    (a) Only (II) above
    (b) Both (I) and (III) above
    (c) Both (II) and (IV) above
    (d) (I), (II) and (III) above
    (e) All (I), (II), (III) and (IV) above.

27. Vikram Mehta was hired by a Multinational Corporation where he soon became the CEO. He has a strong belief that there are strong and legitimate decision-making powers in him which separate him from the other employees of the organization. Which of the following factors is Mr. Mehta referring to?

    (a) Individualism
    (b) Power distance
    (c) Uncertainty avoidance
    (d) Masculinity
    (e) Culture shock.

28. An expatriate manager has to overcome several obstacles in the form of differences at various levels in order to adapt to a new culture. Which of the following barriers to cultural adaptation refers to the tendency of a person to take a narrow or restricted view on matters?

    (a) Parochialism
    (b) Machiavellianism
    (c) Culture distance
    (d) Ethnocentrism
    (e) Cultural contingency.

29. When expatriates arrive in a foreign country, they typically go through a series of phases in their attempt to adapt to the culture. With regard to this, in which of the following phases do the expatriates begin to face unanticipated problems?

    (a) The first phase
    (b) The second phase
    (c) The third phase
    (d) The beginning of the fourth phase
    (e) After the completion of the fourth phase.

30. Daniel sets ambitious deadlines for himself and works under continuous time pressures and he constantly experiences a high level of stress. He is believed to be ambitious and achievement oriented. But sometimes, he ends up doing a hasty job that lacks quality. Even though he is the manager, he is not innovative in his decisions and at times makes poor decisions. One might conclude that Daniel has the characteristics of

    (a) Introversion
    (b) Type A personality
    (c) Extraversion
    (d) Type B personality
    (e) Conscientiousness.

31. Self-concept refers to the efforts made by an individual to understand his own self. Self-concept is closely related to the concepts of self-esteem and self-efficacy. In this context, which of the following statements is/are **not true**?

I. The employees with high self-efficacy perceive themselves as unique, competent, secure and empowered.
II. Self-efficacy refers to the self-perceived competence and self-image of people.
III. Individuals with high self-esteem are able to confidently and freely interact with people around them.
IV. Self-efficacy is a generalized trait.

(a) Only (II) above
(b) Both (II) and (III) above
(c) Both (III) and (IV) above
(d) (I), (II) and (IV) above
(e) (II), (III) and (IV) above.

32. There are some personality attributes that are powerful predictors of behavior in organizations. The degree to which people believe they are masters of their own fate is referred to as

(a) Self-monitoring
(b) Locus of control
(c) Internalism
(d) Externalism
(e) Self-esteem.

33. Raveesh wants to make up his career in a reputed organization as an important employee, because he seeks an identity for himself. In this process, he keeps switching between various jobs in search of the right one and as a result, he is unstable in his career and is less productive. In which stage of the career development is Raveesh, according to Hall?

(a) Adolescence stage
(b) Exploration stage
(c) Maintenance stage
(d) Establishment stage
(e) Maturity stage.

34. Socialization process is the process through which an individual's personality is influenced by his interactions with certain persons, groups and society at large. Which of the following is/are **true** regarding socialization process?

I. It is continuous process.
II. It is not confined to person's early childhood.
III. It brings about increased role conflict.

(a) Only (III) above
(b) Both (I) and (II) above
(c) Both (I) and (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

35. Which of the following is/are **true** regarding Levinson's Theory of Adult Life Stages?

I. Every stage of an individual's lifecycle is characterized by interplay of mobility and stability.
II. An individual's attitude towards work undergoes tremendous change during periods of transition rather than periods of stability.
III. During the period of thirty-three to forty, an individual enters middle adulthood.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

36. Personality is a dynamic concept that describes the growth and development of a person's psyche. Which of the following types of personality is described by using words like conforming, efficient, practical, unimaginative and inflexible?

   (a)   Social
   (b)   Realistic
   (c)   Investigative
   (d)   Conventional
   (e)   Enterprising.

37. Which of the following is referred to the extent to which a person identifies himself psychologically with his job, actively participates in it, and considers that his performance in the job contributes to his self-worth?

   (a)   Job rotation
   (b)   Job satisfaction
   (c)   Job involvement
   (d)   Job selection
   (e)   Job redesign.

38. Sami joins an organization. The manager wants him to work hard. He expresses this by highlighting organizational worth of hard work and that every employee in the company is expected to respect the traditions. This functional attitude of the manager is referred to as

   (a)   The adjustment function
   (b)   The ego-defensive function
   (c)   The value-expressive function
   (d)   The knowledge function
   (e)   The manipulation function.

39. Which of the following motives helps individuals safeguard themselves from various unfavorable developments and avoid situations that would prevent them from reaching their goals?

   (a)   Status motive
   (b)   Power motive
   (c)   Achievement motive
   (d)   Affiliation motive
   (e)   Security motive.

40. McClelland has drawn up a profile of a typical high achiever. In this regard, which of the following is/are **not true** regarding the characteristics of high achievers?

   I.   They consider money to be a kind of feedback about how they are performing.
   II.   They generally choose a simple task with a good payoff than a challenging task with a lower reward.
   III. They need prompt and precise feedback.
   IV. They may be considered to be unfriendly, cold and reserved.

   (a)   Only (I) above
   (b)   Only (II) above
   (c)   Both (I) and (IV) above
   (d)   Both (II) and (IV) above
   (e)   (I), (II) and (III) above.

41. Abraham Maslow, drawing conclusions mainly from his clinical experience, believed that a person's motivational needs could be arranged in a hierarchical order. Which of the following is the **correct** order of Maslow's hierarchy of needs?

   (a)   Physiological needs → Safety needs → Love needs→ Self-actualization needs → Esteem needs
   (b)   Physiological needs→ Safety needs → Love needs→ Esteem needs → Self-actualization needs
   (c)   Physiological needs→ Love needs → Safety needs→ Esteem needs → Self-actualization needs
   (d)   Physiological needs → Love needs → Esteem needs→ Self-actualization needs → Safety needs
   (e)   Physiological needs→ Safety needs → Esteem needs → Self-actualization needs → Love needs.

42. A research associate of Dr. Reddy's Laboratories comparing his experience with the experience of a research analyst of Ranbaxy Laboratories Ltd., is an example for the referent comparison of

(a) Distortion
(b) Self-outside
(c) Other-outside
(d) Other-inside
(e) Self-inside.

43. All the new recruits in a Multi-National Company (MNC) were grouped together as 'techies' in the organizations as they were all engineering graduates. In reality, the recruits were all individuals with their own unique personalities. Which of the following principles of perceptual grouping has been used by the MNC in the above example?

(a) Closure
(b) Continuity
(c) Similarity
(d) Contrast
(e) Learning.

44. Which of the following states that responses followed by pleasant consequences are more likely to be repeated, while responses followed by unpleasant consequences are less likely to be repeated?

(a) Attribution theory
(b) Balance theory
(c) Cognitive complexity
(d) Control theory
(e) Law of effect.

45. According to the intersection points (1,9);(1,1);(9,1);(5,5) and (9,9) in the managerial grid developed by Blake and Mouton, the people who follow the (1,9) style of leadership will have

(a) High concern for people but low concern for production
(b) Low concern for people but high concern for production
(c) High concern for both people and production
(d) Low concern for both people and production
(e) No concern for people and production.

46. A leader who is following which type of decision style according to leadership-participation model, meets a group of subordinates, discusses the problem with them and listens to their ideas and suggestions, and he/she may take a decision, which may or may not be in accordance with his/her subordinates?

(a) Autocratic I
(b) Autocratic II
(c) Consultive I
(d) Consultive II
(e) Group II.

47. Which of the following statements are **true** regarding underlying principles of quality circles?

I. The supervisors should be trained in facilitation skills to ensure success of quality circle.
II. Quality circles would be used only for addressing problems of a short-term nature.
III. Continuous support from top management is essential for the success of quality circles.
IV. Quality circles are groups of people who are selected by management to generate ideas.

(a) Both (I) and (II) above
(b) Both (II) and (III) above
(c) Both (I) and (III) above
(d) (I), (II) and (III) above
(e) (II), (III) and (IV) above.

48. Which of the following is the mandatory form of participation wherein government legislations make it necessary for organizations to include workers in decision-making?

   (a) Industrial democracy
   (b) Trade union movement
   (c) Self-managing teams
   (d) Co-determination
   (e) Work councils.

49. Which of the following statements is/are **true** regarding path-goal theory of leadership?

   I. According to path-goal theory, the leader should establish individual (or group) goals for employees that are compatible with the broad organizational goals.
   II. Job satisfaction and employee performance are likely to be influenced positively when the leader compensated for things lacking in the work environment or in the employee.
   III. According to path-goal theory, the leader should assess a situation in terms of its problem attributes.

   (a) Only (I) above
   (b) Only (II) above
   (c) Both (I) and(II) above
   (d) Both (I) and (III) above
   (e) Both (II) and (III) above.

50. According to Hersey and Blanchard's situational theory, in which leadership style the manager has to give less direction and more responsibilities and extend support to the employee in carrying out his/her responsibilities?

   (a) Controlling
   (b) Participating
   (c) Selling
   (d) Telling
   (e) Delegating.

51. Which of the following conflict-handling intentions occurs when one of the parties to a conflict recognizes the existence of a conflicting situation and tries to stay away from the other party

   (a) Accommodating
   (b) Problem-solving
   (c) Compromising
   (d) Dominating
   (e) Avoiding.

52. Conflicts are common in all organizations and occur when people fail to arrive at a consensus regarding the organizational goals or the means to achieve them. Which of the following kinds of conflict may result from role ambiguity?

   (a) Intergroup conflict
   (b) Intragroup conflict
   (c) Interpersonal conflict
   (d) Intrapersonal conflict
   (e) Structural conflict.

53. Which of the following statements explain the distributive bargaining approach?

   I. It is based on the assumption that there exist one or more solutions to a problem.
   II. It assumes that there can be no solution that satisfies both parties.
   III. It leads to win-win situations.
   IV. It leads to win-lose situations.

   (a) Both (I) and (II) above
   (b) Both (I) and (III) above
   (c) Both (I) and (VII) above
   (d) Both (II) and (III) above
   (e) Both (II) and (IV) above.

54. Which of the following roles does the third party play while using logical reasoning and persuasion techniques to convince the parties to arrive at an agreement, suggesting alternative solutions that can be adopted by the parties to resolve the conflict?

(a) Mediator
(b) Arbitrator
(c) Conciliator
(d) Consultant
(e) Facilitator.

55. At which of the following stages of group development, the individuals that comprise the groups are uncertain about the group's purpose, structure tasks and leadership and also the members try to identify what behavior would be acceptable by others in the group and try to mold their own behavior accordingly?

(a) Forming
(b) Storming
(c) Norming
(d) Performing
(e) Adjourning.

56. Which of the following is an effective way to allow people from diverse areas within an organization to exchange information, develop new ideas and solve problems, and coordinate complex projects?

(a) Problem-solving team
(b) Self-managed work team
(c) Cross-functional team
(d) Production-oriented team
(e) Virtual team.

57. Which of the following statements is/are **not true** regarding informal organizations?   (0709)

I.   In an informal organization, power is purely personal in origin.
II. Group norms decide the appropriate behavior of its members.
III. In an informal organization, control is exerted through rewards and punishments.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (I) and (III) above
(e) All (I), (II) and (III) above.

58. The purpose of which of the following kinds of rumors is to create disturbances both within the organization and in the industry at large?

(a) Wish fulfillment
(b) Home stretchers
(c) Anxiety rumors
(d) Premeditated rumors
(e) Curiosity rumors.

59. Which of the following methods of departmentalization is most widely used for grouping people with similar skills into one unit, which helps the organization utilize employee skill efficiently and achieves economies of scale?

(a) Departmentalization by function
(b) Departmentalization by product
(c) Departmentalization by geography
(d) Departmentalization by process
(e) Departmentalization by customer.

60. Span of control refers to the ratio of managers to subordinates. Which of the following statements is/are **not true** regarding span of control?

I. In organizations having tall structures, the span of control is large.
II. In organizations having flat structures, the span of control is very small.
III. Tall structure provides an opportunity for high level of interaction between the manager and the subordinate.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (I) and (II) above
(e) Both (II) and (III) above.

61. An organizational structure that assigns specialists from different functional departments to work on one or more projects being led by project managers is referred to as

(a) Functional structure
(b) Simple structure
(c) Network structure
(d) Bureaucratic structure
(e) Matrix structure.

62. A new problem or decision-making situation, which involves the development and evaluation of alternatives without the aid of a decision rule, is generally called a non-programmed decision. Such decisions determine the long-term effectiveness of the organizations due to the complexity involved in making decisions. These decisions are made at which of the following management levels of the organizations?

(a) Top level
(b) Bottom level
(c) First level
(d) Frontline level
(e) Middle level.

63. Sri Hari, Jai Ram and Vamsi Krishna are all making decisions about starting a team project. They have only one week to write a 95-page analysis of the government's suit against Satyam. In addition, they all work full-time. Which decision-making approach will they probably rely on?

(a) Punctuated equilibrium model
(b) Simon's bounded rationality model
(c) Social model
(d) Judgmental heuristics and biases model
(e) Economic rationality model.

64. Which of the following refers to a shift in attitudes of members of a group towards a more extreme state after having a discussion among them?

(a) Attribution theory
(b) Group polarization
(c) Punctuated equilibrium model
(d) Cognitive theory
(e) Bounded rationality model.

65. Anu manages the twelve engineers assigned to her department at Excellent Engineering Inc. Subordinates feel the obligation to accept her orders because of her organizational position. It can be stated that Anu is engaged in the use of

(a) Coercive power
(b) Reward power
(c) Legitimate power
(d) Expert power
(e) Referent power.

66. Illegitimate political behavior is extreme in nature and does not keep to the accepted level of politicking. Which of the following in **not** an example of illegitimate political behavior?

    (a)   Deliberately breaking rules
    (b)   Ignoring rules and procedures
    (c)   Absconding from work
    (d)   Whistle blowing
    (e)   Sabotaging organizational activities.

67. Which of the following refers to the general policy and guidelines that determine the organization's behavior towards its employees and customers?

    (a)   Attention to detail
    (b)   People perception
    (c)   Philosophy
    (d)   Dominant values
    (e)   Rules.

68. In which of the following types of organization cultures, the performance of the individual members is judged on the basis of their commitment to organizational values and norms?

    (a)   Market culture
    (b)   Clan culture
    (c)   Hierarchical culture
    (d)   Dominant culture
    (e)   Adhocracy culture.

69. The Chairman of Artefact Soft tells his employees about how the company was able to establish with the help of the founders. He also tells them that their founders not only substantiated the existing practices and trends with the past experiences but also reinforced favoured behavior in his employees. The employees of Artefact Soft are said to be learning the culture of the company through which of the following ways?

    (a)   Rituals
    (b)   Stories
    (c)   Rites
    (d)   Material symbols
    (e)   Languages.

70. In which of the following steps of Kurt Lewin's change model, employees are educated about the external and internal factors that make change imperative?

    (a)   Unfreeze
    (b)   Movement to change
    (c)   Refreeze
    (d)   Transition management
    (e)   Organizational development.

71. Informal organizations are formed as people interact with one another in an organization. Which of the following is a major problem posed by informal organizations?

    (a)   Expression of frustration and anxieties
    (b)   Decrease in the workload of managers
    (c)   Increase in satisfaction and feelings of stability in work groups
    (d)   Development of an effective organizational system
    (e)   Ensuring conformity of employees.

72. Sometimes change is multilevel, multidimensional, discontinuous and radical in nature and involves the reframing of assumptions about the environment in which the organization operates. This change is called

    (a)   Unplanned change
    (b)   First-order change
    (c)   Second-order change
    (d)   Strategic change
    (e)   Technological change.

73. The process of organizational change goes through various stages. Which of the following is the first step in the change process?

    (a)   Managing the transition state
    (b)   Implementing change
    (c)   Identifying the cause of problems
    (d)   Problem recognition
    (e)   Supporting change.

74. An organization consists of many sub-systems that are interrelated and interdependent. Due to the interdependency of subsystems, change in one subsystem will affect other systems as well. Therefore, one cannot introduce change in a subsystem without considering its impact on the rest of the system. Here, the source of resistance to change is

    (a)   Structural inertia
    (b)   Limited focus of change
    (c)   Threat to established resource allocations
    (d)   Economic factors
    (e)   Group inertia.

75. Innovation in organizations can take place in any aspect – research and development, marketing and other business strategies. Which of the following is/are **not true** regarding innovation?

    I.   The flexibility associated with organic structures does not allow innovation among the members.
    II.   The tenure of an individual at the managerial level is also a source of innovation in organizations.
    III.   The organization having limited resources does not encourage innovation.
    IV.   The incongruity between reality and expectation creates an opportunity for innovation.

    (a)   Only (I) above
    (b)   Only (II) above
    (c)   Both (I) and (III) above
    (d)   Both (II) and (IV) above
    (e)   (II), (III) and (IV) above.

76. Problem-focused strategies try to eliminate the stress or modify it to such an extent that people are able to cope with it. Which of the following comes under the problem-focused strategy at the individual level?

    (a)   Better team building
    (b)   Better training
    (c)   Better time management
    (d)   Proper placement
    (e)   Personal time off.

77. In which of the following approaches to Organizational Development (OD), an instrument to understand the perceptions of employees on changes in the organization, team building, bringing strategic shifts in structure, style and personnel policies, bringing cultural change; and development of a motivational climate in an organization is used?

    (a)   Socioclinical approach
    (b)   Tavistock sociotechnical approach
    (c)   Sensitivity model
    (d)   Survey feedback
    (e)   Laboratory training.

78. The action research model forms the basis for developing sound Organizational Development (OD) programs. In this context, the action research model is also termed as

    (a)   A employee-based model
    (b)   A client-employee model
    (c)   A data-based model
    (d)   A management model
    (e)   A socio-economic model.

79. Organization development (OD) developed with contributions from various other fields of study as social psychology, anthropology, philosophy, counseling and human resources management. This represents

    (a) Dissemination of OD techniques
    (b) Interdisciplinary nature of OD
    (c) Nature of organizational leadership
    (d) Integrative practice of OD process
    (e) Knowledge of management about OD.

80. Role Negotiation Technique (RNT) is based on the assumption that people prefer to resolve a conflict rather than leaving the conflict unresolved. In which stage of the RNT, a consultant lays down some ground rules for negotiations between members of the teams in conflict?

    (a) Ethical diagnosis
    (b) Influence trade
    (c) Incumbent stage
    (d) Contract setting
    (e) Issue diagnosis.

81. Which of the following steps of force-field analysis includes identifying the strong and weak forces within the driving and restraining forces?

    (a) Step 1
    (b) Step 2
    (c) Step 3
    (d) Step 4
    (e) Step 5.

82. Organization Development interventions are said to be the action component of organizational development. Which of the following intervention techniques reduce friction between groups, help them resolve conflicts amicably and enhance mutual co-operation and coordination?

    (a) The formal group diagnostic methods
    (b) Intergroup team-building interventions
    (c) The formal group team-building meeting
    (d) Third party peacemaking interventions
    (e) Process consultation interventions.

83. Structural intervention involves bringing about a change in the task, structure and technological process. Structural intervention is also called

    (a) Techno structural intervention
    (b) Task-structural intervention
    (c) Structured intervention
    (d) Department structural intervention
    (e) Team intervention.

84. In which of the following types of learning, attempts are made only to add new sources of knowledge to the existing knowledge base and the organizational policies, goals and the basic nature of the activities undertaken in the organization remain the same?

    (a) Associative learning
    (b) Instrumental learning
    (c) Single-loop learning
    (d) Double-loop learning
    (e) Non-adaptive learning.

85. Madhu, who is a union leader, never fails to seek the opinion and ideas of individuals at the organization that she really has no need of obtaining an opinion from. Her method of responding to resistance to change is known as

    (a) Facilitation
    (b) Manipulation
    (c) Coercion
    (d) Negotiation
    (e) Cooptation.

86. Which of the following is an attribute of work teams that results in a level of performance, which is greater than the sum of the individual inputs?

    (a) Synergy
    (b) Enthusiasm
    (c) Energy
    (d) Initiative
    (e) Entertainment.

87. According to Fred Luthans, besides formal and informal groups, there are several other groups. In such case, which of the following groups is created by members for specific purposes, which do not have a specific structure, are independent of formal organization structure and try to address issues which are important to the members?

    (a) Membership group
    (b) Secondary group
    (c) Coalition
    (d) Large group
    (e) Reference group.

88. Which of the following is **not** a characteristic of teams?

    (a) Individual and group accountability
    (b) Collective work products
    (c) A specific purpose
    (d) Shared leadership roles
    (e) Indirect measures of effectiveness.

89. When two or more groups function independently but their output needs to be combined to achieve the overall objectives of the organization, the groups are said to have

    (a) Distributive interdependence
    (b) Reciprocal interdependence
    (c) Sequential interdependence
    (d) Pooled interdependence
    (e) Non-sequential interdependence.

90. Naresh accepted a summer job with Notre Dame's department of athletics. Naresh noticed that people in his department are constantly fighting with those in the admissions department. Which of the following actions would most likely reduce the conflict?

    (a) Increase the interdependencies between the two groups
    (b) Create superordinate goals for both groups
    (c) Increase the authority of one group relative to other
    (d) Expansion of resources
    (e) Changing the formal organization structure.

91. The performance of an individual can vary, depending on whether the task is performed in front of others or in private. This phenomenon is known as

    (a) Social inequity
    (b) Social loafing
    (c) Social integrating
    (d) Social conflict
    (e) Social facilitation effect.

92. Which of the following indicates the significance of ensuring the participation of all its members in fostering a positive organizational culture that not only fulfills the needs and wants of the members but also helps in the achievement of organizational success?

    (a) Impression management
    (b) Total quality management
    (c) Span of control
    (d) Collaborative management
    (e) Tavistock sociotechnical approach.

93. Which among the following is a disciplined, data-driven technique for reducing defects in any process from manufacturing to transactions, and from products to services?

    (a)   Total quality management
    (b)   Six sigma
    (c)   Quality of work life projects
    (d)   Reengineering
    (e)   Parallel learning structures.

94. According to which of the following classical theories of group formation, people who have similar attitudes toward certain objects and goals tend to be attracted to each other and form a group?

    (a)   Propinquity theory
    (b)   Balance theory
    (c)   Exchange theory
    (d)   Attitude theory
    (e)   Conflict theory.

95. Azim H Premji, Chairman, CEO and MD of Wipro Group has developed many leaders within the organization by conducting systematic leadership training programs for its employees. In this context, developing leaders within the organization is called as Wipro's

    (a)   Organizational climate
    (b)   Organizational dominant culture
    (c)   Organizational philosophy
    (d)   Organizational subculture
    (e)   Organizational culture.

96. Girish enjoyed his work because of the social ties he had with his fellow workers in the organization. What type of group does Girish belong to?

    (a)   Task group
    (b)   Informal group
    (c)   Command group
    (d)   Affiliated group
    (e)   Common group.

97. Which of the following strategies of Organizational Development (OD) assumes that the norms of the organization form the basis for behavior of individuals?

    (a)   Unempirical-rational strategies
    (b)   Non-normative-re-educative strategies
    (c)   Power-coercive strategies
    (d)   Normative-re-educative strategies
    (e)   Empirical-rational strategies.

98. A condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning is known as

    (a)   Organizational change
    (b)   Innovation
    (c)   Diversity
    (d)   Job stress
    (e)   Learning.

99. Which participative technique involves the creation of formal committees to encourage and boost employee participation in managerial decision making processes?

    (a)   Quality circles
    (b)   Scanlon plan
    (c)   Escalation of commitment
    (d)   Choice activity
    (e)   Simon's plan.

100. In which of the following communication network, one person randomly spreads the information to everybody he comes in contact with?

    (a)   Single strand chain
    (b)   Gossip chain
    (c)   Probability chain
    (d)   Cluster chain
    (e)   Scalar chain.

END OF QUESTION PAPER

Suggested Answers
Organizational Behavior (SMB103)

	ANSWER	**REASON**	
1.	C	In 'Autocratic Model', a manager may penalize the employee for not following his orders and the managerial orientation is that of formal and official authority.	< TOP >
2.	A	In the role of a monitor, a manager gathers information with the help of news papers, magazines, etc., and also communicates with the field executives who are in close contact with customers	< TOP >
3.	D	The cognitive framework emphasizes more on people compared to other approaches. It is based on the expectancy, demand and incentive concepts.	< TOP >
4.	C	Technical skills refer to the ability of a person to carry out a specific activity where one needs to have knowledge of methods, processes and procedures.	< TOP >
5.	D	The reengineering approach seeks to improve quality and productivity by bringing about radical changes in the business process, unlike the TQM approach that emphasizes on small and continuous improvement.	< TOP >
6.	B	Social psychology is a field that has provided many useful insights in attitude change, communication patterns, group processes and group decision-making.	< TOP >
7.	B	Financial rewards and punishments are the best ways for achieving organizational objectives is one of the assumptions of theory X. The rest of the assumptions are related to theory Y. So option 'b' is the correct answer.	< TOP >
8.	E	All the statements below are true of theory Z • Theory Z is an integrative method combining both American and Japanese management practices. • Theory Z organizations have a holistic concern for their employees. • Theory Z recognizes the employees' need for independence. • Ouchi recommended that American organizations have to modify their management styles to match the quality and productivity of Japanese companies. Therefore, the correct option is (e).	< TOP >
9.	A	Option (a) is not a limitation of human behavior. The linguistic capability is more sophisticated in human beings Remaining other options are true regarding human limitations. Hence, option (A) is the answer.	< TOP >
10.	D	Instincts refer to involuntary actions performed by a person without considering the consequences of the actions.	< TOP >
11.	D	Associative learning: When a neutral stimulus is combined with another stimulus that produces a strong reaction, it results in associative learning. The stimulus that brings about the strong reaction is referred to as the unconditioned stimulus and the strong response is known as the conditioned response. The neutral stimulus is known as the conditioned stimulus. When the combination of these stimuli is made to act on an individual repeatedly, each of the two stimuli would begin to elicit the same response after sometime.	< TOP >
12.	D	The statements (I) and (III) are true regarding learning. • Learning is a relatively permanent change. • Learning is based on experience. • Learning occurs not only through formal training programs but also in an informal and haphazard manner.	< TOP >
13.	A	Consequences determine the behavior that results in learning in operant conditioning.	< TOP >
14.	A	Scientific management was the first attempt to improve the conditions of workers in factories but overlooked certain aspects of interpersonal and social behavior in organizations.	< TOP >
15.	D	Statements (II) and (III) are true regarding diversity. The composition of the workforce has been changing over the past few years; managing diversity has become a challenge to organizations.	< TOP >
16.	A	Managers understand their employee's point of view and thus help them deal with delicate situations. Such ability is referred to as 'Empathy'.	< TOP >
17.	E	A mentor does not act as a protégé. All the others are true.	< TOP >
18.	D	Telecommuting enables employees to work from home by means of a computer.	< TOP >
19.	A	Exclusionary organization' violates the law and hires work force based on criteria like age, gender, education, race or religion.	< TOP >

| 20. | D | The 'Glass Ceiling Effect' is a 'promotion discrimination' that states | < TOP > |

- Artificial barriers that prevent women from moving unto senior management positions
- Women give greater priority to family than careers
- Women cannot handle challenges at higher levels
- They do not give priority to their ambitions
- Men have better leadership skills than women.

| 21. | B | Violation of privacy: Because the supervisor had accessed to employees personal email, which was not addressed to him. In such case they sued the company for violation of their privacy. Privacy violation issues in West have gained significant importance in recent years with increased number of cases wherein employers have access to employees email so as to keep a track of their activities | < TOP > |

| 22. | C | In the communication process, encoding the message is the step in which the sender selects appropriate words, charts or other symbols to convey his idea as clearly as possible. | < TOP > |

| 23. | B | Filtering is the process where a sender manipulates the information in order to obtain a favorable opinion from the receiver. The other options do not specify the correct answer. | < TOP > |

| 24. | C | Communication that flows from one level of a group or organization to a lower level is downward communication. All the other types of communication processes do constitute the correct answer. | < TOP > |

| 25. | C | The study of body movement is known as **kinesics**. Therefore option (c) is the correct answer. | < TOP > |

| 26. | D | Humanistic interactors are managers who frequently communicate with superiors as well as subordinates. Mechanistic isolates represent managers communicate only when needed and limit their communication only to people whom they need to interact with. Informal developers are managers who communicate with everyone in the organization. Formal controllers adhere strictly to their official schedules. Therefore option (d) is the correct answer. | < TOP > |

| 27. | B | Power distance refers to the belief that there are strong and legitimate decision-making powers which separate managers from employees in organizations. Therefore option (b) is the correct answer. | < TOP > |

| 28. | A | The tendency of a person to take a narrow or restricted view on matters is known as parochialism. Therefore option (a) is the correct answer. | < TOP > |

| 29. | B | The second phase begins when they begin to face unanticipated problems related to travel, shopping and communication in the new land. Hence option (b) is the answer. | < TOP > |

| 30. | B | Type A individuals set ambitious deadlines for themselves and work under continuous time pressure. These individuals constantly experience moderate to high levels of stress. They tend to rely on past experience to solve problems and do not feel the need to be innovative in developing solutions to new problems. They make poor decisions. | < TOP > |

| 31. | D | Statement (I) is not true since the employees with high self-esteem perceive themselves as unique, competent, secure and empowered.
Statement (II) is not true since self-esteem refers to the self-perceived competence and self-image of people.
Statement (IV) is not true since self-esteem is present in all situations i.e. it is a generalized trait.
Only statement (III) is true.
Individuals with high self-esteem are able to confidently and freely interact with people around them.
Hence, option (d) is the answer. | < TOP > |

| 32. | B | The degree to which people believe they are masters of their own fate is referred as locus of control. | < TOP > |

| 33. | B | According to Hall, in the **exploration** stage, the individual seeks an identity for himself, attempts to understand himself and his personality, and tries out various roles in his career. At this stage, the employee is relatively unstable in his career and less productive as he keeps switching between various jobs in search of the right one. | < TOP > |

| 34. | B | Statement (I) and (II) are true
Socialization process has the following characteristics; | < TOP > |

- It is continuous process.
- It is not confined to person's early childhood.

It helps in reducing role conflict.
However, statement (III) is not true.
From the above discussion, we can infer that the correct option is (b).

35.	C	Statements (I) and (II) are true.	< TOP >

35. C Statements (I) and (II) are true.
- Every stage of an individual's lifecycle is characterized by interplay of mobility and stability.
- An individual's attitude towards work undergoes tremendous change during periods of transition rather than periods of stability.

Statement (III) is not true since
- During the period of thirty-three to forty an individual is in the process of settling down.

Hence, option (c) is the answer. < TOP >

36. D The characteristics like conforming, efficient, practical, unimaginative and inflexible describe conventional personality.
Realistic: Shy, genuine, persistent, stable, conforming and practical.
Investigative: Analytical, original, curious and independent.
Social: Sociable, friendly, cooperative and understanding.
Enterprising: Self-confident, ambitious, and energetic. < TOP >

37. C Job involvement is referred to the extent to which a person identifies himself psychologically with his job, actively participates in it, and considers that his performance in the job contributes to his self-worth.
Therefore option (c) is the correct answer. < TOP >

38. C Value-expressive function: People may express their values through their attitudes. < TOP >

39. E Security motive helps individuals safeguard themselves from various unfavorable developments and avoid situations that would prevent them from reaching their goals. < TOP >

40. B Only statement (II) is not true regarding the characteristics of a high achiever.
II. High achievers choose a challenging task with a lower reward than simple task with good payoff.
Statements (I), (III) and (IV) are true
I. High achievers consider money to be a kind of feedback about how they are performing.
III. High achievers need prompt and precise feedback
IV. High achievers may be considered to be unfriendly, cold and reserved. Hence, option (b) is the answer. < TOP >

41. B The correct order of Maslow's hierarchy of needs is Physiological needs →Safety needs →Love needs → Esteem needs → Self –actualization needs. < TOP >

42. C Other-outside: The employee compares his experiences in the present position with that of another individual or group of individuals holding a different position and belonging to a different organization. < TOP >

43. C An individual tends to group several stimuli together into a recognizable pattern. Here grouping is done based on similarity. < TOP >

44. E Law of effect states that responses followed by pleasant consequences are more likely to be repeated, while responses followed by unpleasant consequences are less likely to be repeated. < TOP >

45. A According to the intersection points (1,9);(1,1);(9,1);(5,5) and (9,9) in the managerial grid developed by Blake and Mouton, the people who follow the (1,9) style of leadership will have high concern for people but low concern for production. < TOP >

46. D Consultive II: A leader meets a group of subordinates, discusses the problem with them and listens to their ideas and suggestions, and he may take a decision, which may or may not be in accordance with his/her subordinates. < TOP >

47. D Quality circles are voluntary groups of people trained in statistical techniques and problem-solving shells who come together to generate ideas to improve the quality of work and productivity of organization. This concept was first proposed by W. Edwards Deming in Japan. < TOP >

48. A Industrial democracy is the mandatory form of participation wherein government legislations make it necessary for organizations to include workers in decision-making. < TOP >

49. C Statements (I) and (II) are true.
According to path-goal theory the leader should establish individual (or group) goals for employees that are compatible with the broad organizational goals.
Job satisfaction and employee performance are likely to be influenced positively when the leader compensated for things lacking in the work environment or in the employee.
Statement (III) is not true since according to Leadership-participation model, the leader should assess a situation in terms of its problem attributes. < TOP >

50. B If an employee is capable of performing but not willing to perform the task. The type of leadership styles manager will adopt is participating style of leadership. The manager has to give less direction and more responsibilities and extend support to the employee in carrying out his responsibilities. < TOP >

51. E Avoiding takes place when one of the parties to a conflict recognizes the exercise existence of a conflicting situation and tries to avert the other party. < TOP >

52.	D	In organizations, intrapersonal conflict can result from role ambiguity. If an employee's roles and responsibilities are not defined clearly, he may find it difficult to prioritize his tasks. This may also lead to intrapersonal conflict.	< TOP >
53.	D	Distributive bargaining approach involves dividing a fixed amount of resources among the negotiating parties. The significant feature of this method is that it operates under zero-sum conditions – if one of the parties to the negotiations gains a certain amount in the bargaining process, the other party suffers an equivalent loss.	< TOP >
54.	A	The third party as a mediator use logical reasoning and persuasion techniques to convince the parties to arrive at an agreement, suggest alternative solutions that can be adopted by the parties to resolve the conflict.	< TOP >
55.	A	At forming stage of group development the individuals that comprise the groups are uncertain about the group's purpose, structure tasks and leadership and the members try to identify what behavior would be acceptable by others in the group and try to mold their own behavior accordingly.	< TOP >
56.	C	Cross-functional teams consist of employees from the same hierarchical level, but from different functional areas of the organization. These employees come together to achieve a specific objective.	< TOP >
57.	C	In an informal organization, control over behavior of members is exercised through norms and sanctions.	< TOP >
58.	D	Premeditated rumors are deliberately created and transmitted. In a highly competitive business environment, the purpose of these rumors is to create disturbances both within the organization and the industry at large.	< TOP >
59.	A	Departmentalization by function is most widely used by grouping people with similar skills into one unit which helps the organization utilize employee skill efficiently and achieve economies of scale	< TOP >
60.	D	Statements (I) and (II) are incorrect. In organizations having tall structures, the span of control is very small. In organizations having flat structures, the span of control is large. Only statement (III) is true. Tall structure provides an opportunity for high level of interaction between the manager and the subordinate.	< TOP >
61.	E	An organizational structure that assigns specialists from different functional departments to work on one or more projects being led by project is referred as 'Matrix organizational structure'.	< TOP >
62.	A	Due to the complexity involved in making non-programmed decisions, these decisions are made at the top management level in organizations. Hence option (a) is the correct answer.	< TOP >
63.	B	Assumptions of Simon's bounded rationality model: Decision makers are contented with a simplified understanding and perception of the problem, without actually realizing the real implications of the existing situation.	< TOP >
64.	B	Group polarization refers to the shift in attitudes of members of a group towards a more extreme state after having a discussion among them than was the attitude before the discussion.	< TOP >
65.	C	Legitimate power closely resembles authority and primarily includes acceptance by organizational members of the authority of the position.	< TOP >
66.	B	Ignoring rules and procedures comes under the legitimate political behavior.	< TOP >
67.	C	Philosophy refers to the general policy and guidelines which determine the organization's behavior towards its employees and customers.	< TOP >
68.	E	In the organizations with adhocracy type of culture, the performance of the organization is judged on the basis of their commitment to organizational values and norms. Therefore option (e) is the correct answer.	< TOP >
69.	B	The Chairman of Artefact Soft told a story to his employees in order to indicate his expectations of employee behavior. Therefore option (b) is the correct answer.	< TOP >
70.	A	Unfreeze: In this step, employees are educated about the external and internal factors that make change imperative.	< TOP >
71.	E	Ensuring conformity of employees: A major problem posed by informal organizations is that employees unconsciously conform to its code of conduct. This is especially true if the members identify themselves with the group and are strongly influenced by it. All other options come under the benefits of informal organizations.	< TOP >
72.	C	Sometimes change is multilevel, multidimensional, discontinuous and radical in nature and involves the reframing of assumptions about the environment in which the organization operates. This change is called second-order change.	< TOP >
73.	D	Problem recognition is the first step in the change process.	< TOP >

74.	B	An organization consists of many sub-systems that are interrelated and interdependent. Due to the interdependency of subsystems, change in one subsystem will affect other systems as well. Therefore, one cannot introduce change in a subsystem without considering its impact on the rest of the system. Here, the source of resistance to change is limited focus of change.	< TOP >
75.	C	The flexibility associated with organic structures allows innovation among the members. An organization which is lacking in resources cannot afford to purchase sophisticated technology from external sources but has to develop its own designs and models. Thus scarcity of resources in organizations stimulates innovation.	< TOP >
76.	C	The problem-focused strategies at the individual level include time management, requesting others for help and shifting to other job.	< TOP >
77.	D	Survey feedback has been used as an instrument to understand the perceptions of employees on changes in the organization, team building, bringing strategic shifts in structure, style and personnel policies, bringing cultural change; and development of a motivational climate in an organization.	< TOP >
78.	C	The action research model, a data-based model, forms the basis for developing sound OD programs.	< TOP >
79.	B	Organization development (OD) developed with contributions from various other fields of study as social psychology, anthropology, philosophy, counseling and human resources management. This represents interdisciplinary nature of OD.	< TOP >
80.	D	In contract setting step, a consultant lays down some ground rules for negotiations between members of the teams in conflict.	< TOP >
81.	D	Step 4- in the force-field analysis includes identifying the strong and weak forces within the driving and restraining forces. Hence option (d) is the right answer.	< TOP >
82.	B	Intergroup team-building interventions reduce friction between groups, help them resolve conflicts amicably and enhance mutual co-operation and coordination.	< TOP >
83.	A	Structural intervention is also called 'Techno structural interventions'	< TOP >
84.	C	Single loop learning is also called as coping. In this type of learning, attempts are made only to add new sources of knowledge to the existing knowledge base and the organizational policies and goals and the basic nature of the activities undertaken in the organization remain the same.	< TOP >
85.	E	In cooptation, leaders among the employees resisting change are offered a key role to play in the change decision and change implementation program. This is only to obtain the endorsement of the trouble makers among the employees and not because their opinion is valued.	< TOP >
86.	A	Synergy is an attribute in which team's individual efforts result in a level of performance that is greater than the sum of those individual inputs.	< TOP >
87.	C	Coalitions are created by members of specific purpose, which do not have a specific structure, are independent of formal organization structure and try to address issues which are important to the members.	< TOP >
88.	E	In work teams, effectiveness of performance is measured directly by assessing the collective work product.	< TOP >
89.	D	When two or more groups function independently but their output needs to be combined to achieve the overall objectives of the organization, the groups are said to have pooled interdependence.	< TOP >
90.	B	In this case, creating a shared goal that cannot be attained without the cooperation of each of the conflicting parties reduces the conflict.	< TOP >
91.	E	The performance of an individual can vary, depending on whether the task is performed in front of others or in private. This phenomenon is known as social facilitation effect.	< TOP >
92.	D	Collaborative management indicates the significance ensuring the participation of all its members in fostering a positive organizational culture that not only fulfills the needs and wants of the members but also helps in the achievement of organizational success.	< TOP >
93.	B	Six sigma is a disciplined, date driven technique for reducing defects in any process- from manufacturing to transactions, and from products to services.	< TOP >
94.	B	According to balance theory of group formation, people who have similar attitudes toward certain objects and goals tend to be attracted to each other and form a group	< TOP >
95.	C	Organization philosophy refers to the general policy and guidelines which determine the organization's behavior towards its employees and customers. In the given case, developing leaders within the organization is Wipro's organizational philosophy. Therefore option (c) is the correct answer.	< TOP >
96.	B	The informal groups are formed by the employees themselves.	< TOP >
97.	D	The normative-re-educative strategies assume that the norms of the organization form the basis for behavior of individuals.	< TOP >

98.	D	T.A. Beehr and J.E. Newman defined job stress as "a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning."	< TOP >
99.	B	The most common traditional participative technique is the Scanlon plan. This participative technique involves the creation of formal committees to encourage and boost employee participation in managerial decision making processes.	< TOP >
100.	B	In Gossip chain communication network, one person randomly spreads the information to everybody he comes in contact with.	< TOP >

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