Question 1

Volunteering to carry out extra tasks or helping coworkers is an example of which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Actual performance |
|  |  | Voluntary performance |
|  |  | Contextual performance |
|  |  | Objective performance |

Question 2

A count of the number of "super-sized" value meals that a cashier at Wendy's sells is an example of which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Theoretical criterion |
|  |  | Actual criterion |
|  |  | Criterion deficiency |
|  |  | Criterion relevance |

Question 3

Each of the following is a component of Job Components Inventory, with the exception of:

Answer

|  |  |  |
| --- | --- | --- |
|  |  | use of tools and equipment. |
|  |  | perceptual and physical requirements. |
|  |  | anatomy. |
|  |  | communications. |
|  |  | decision making and responsibility. |

Question 4

Behavior Observation Scale (BOS) contain items that are based on which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Critical incidents |
|  |  | Behaviors only |
|  |  | Traits and characteristics |
|  |  | Quantifiable performance |

Question 5

"Days absent per year" is an example of which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Objective measures |
|  |  | Voluntary measures |
|  |  | Subjective measures |
|  |  | Contextual measures |

Question 6

\_\_\_\_\_\_\_\_\_\_ is what a person needs to know to do a particular job.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Knowledge |
|  |  | Skill |
|  |  | Ability |
|  |  | Position |

Question 7

\_\_\_\_\_\_\_\_\_\_ occurs when a rater gives an individual the same rating across all rating dimensions, despite differences in performance across dimensions.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Central error |
|  |  | Halo error |
|  |  | Severity error |
|  |  | Bias error |

Question 8

What is usually found in organizational records, so that special performance appraisal systems do not have to be initiated.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Voluntary measures |
|  |  | Subjective measures |
|  |  | Objective measures |
|  |  | Contextual measures |

Question 9

Compared to a graphic rating scale, a BARS scale:

Answer

|  |  |  |
| --- | --- | --- |
|  |  | can be used to assess the same dimensions as a graphic rating scales. |
|  |  | measures objective performance, as opposed to subjective performance. |
|  |  | measures subjective criteria, as opposed to objective criteria |
|  |  | can only be used to assess difference dimensions than a graphic rating scale. |

Question 10

\_\_\_\_\_\_\_\_\_\_ is the extent to which the actual criterion assesses what the theoretical criterion is designed to measure.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Theoretical criterion |
|  |  | Actual criterion |
|  |  | Criterion contamination |
|  |  | Criterion relevance |

Question 11

\_\_\_\_\_\_\_\_\_\_ comes from values of the employee.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Affective commitment |
|  |  | Normative commitment |
|  |  | Continuance commitment |
|  |  | Autonomous commitment |

Question 12

The two-factor theory states which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Motivation comes from the nature of the job itself, not from external rewards. |
|  |  | Motivation comes from a combination of the nature of the job itself and external rewards. |
|  |  | Motivation comes from external rewards and job conditions. |
|  |  | Motivation comes from job conditions, not from external rewards. |

Question 13

\_\_\_\_\_\_\_\_\_\_ refers to the number of different skills necessary to do a job.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Skill assessment |
|  |  | Skill variety |
|  |  | Skill intensity |
|  |  | Skill complexity |

Question 14

According to expectancy theory, the degree to which one values the reward is referred to as which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Expectancy |
|  |  | Instrumentality |
|  |  | Values |
|  |  | Valence |

Question 15

The \_\_\_\_\_\_\_\_\_\_ has been the most popular measure of job satisfaction among researchers.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Minnesota Satisfaction Questionnaire |
|  |  | Job Description Index |
|  |  | Job in General Scale |
|  |  | Job Specific Scale |

Question 16

Motivation reflects all of the following, except \_\_\_\_\_\_\_\_\_\_.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | intensity |
|  |  | persistence |
|  |  | valence |
|  |  | direction |

Question 17

If Larry really wants to quit his job, but stays out of the need for his salary and benefits, what type of commitment does he demonstrate, if any?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Affective commitment |
|  |  | Normative commitment |
|  |  | Continuance commitment |
|  |  | No commitment |

Question 18

Job characteristics include all of the following, with the exception of which characteristic below?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Task significance |
|  |  | Task identity |
|  |  | Autonomy |
|  |  | Task complexity |

Question 19

Which of the following does research suggest regarding reinforcement approaches to motivation?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | On average, reward systems result in a 16% increase in performance. |
|  |  | On average, reward systems result in a 64% increase in performance. |
|  |  | Reward systems are only effective for employees with a high need for pay. |
|  |  | Reward systems decrease motivation by placing too much emphasis on monetary rewards. |

Question 20

Americans are typically satisfied with which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Supervisors |
|  |  | Pay |
|  |  | Promotions |
|  |  | Fringe benefits |

Question 21

LPC stands for which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Least preferred coworker |
|  |  | Leadership preferences coordinate |
|  |  | Leadership practices cooperation |
|  |  | Leadership performance coordinate |

Question 22

\_\_\_\_\_\_\_\_\_\_ is the extent to which leaders encourage followers with their statements and model high standards of behavior.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Individualized consideration |
|  |  | Inspirational motivation |
|  |  | Intellectual stimulation |
|  |  | Idealized influence |

Question 23

Which of the following would lead to a leader being in high control?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | A supervisor with poor leader-member relations, low structured tasks for subordinates, and high position power |
|  |  | A supervisor with good leader-member relations, highly structured tasks for subordinates, and high position power |
|  |  | A supervisor with poor leader-member relations, highly structured tasks for subordinates, and low position power |
|  |  | A supervisor with good leader-member relations, low structured tasks for subordinates, and high position power |

Question 24

The Vroom-Yetton model presents five approaches that range from the \_\_\_\_\_\_\_\_\_\_.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | autocratic to the democratic |
|  |  | critical to the creative |
|  |  | assertive to the aggressive |
|  |  | charismatic to the noncharismatic |

Question 25

Mark just earned a Ph.D. in mathematics, which could enhance the perceived \_\_\_\_\_\_\_\_\_\_ he has.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | academic power |
|  |  | intellectual power |
|  |  | skilled power |
|  |  | expert power |

Question 26

Mr. Flynn is a shift supervisor at a local restaurant. He sees Kurt as dependable and hardworking, part of his cadre. Which of the following is most likely true about Kurt?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | He is the smartest of the employees. |
|  |  | He is the best looking of the employees. |
|  |  | He exerts effort beyond minimum expectations. |
|  |  | He gives Mr. Flynn compliments on a daily basis. |

Question 27

\_\_\_\_\_\_\_\_\_\_ is the extent to which one person can influence another to do something.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Leadership |
|  |  | Power |
|  |  | Authority |
|  |  | Management |

Question 28

Which of the following is the oldest approach to studying leadership?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Transforming approach |
|  |  | Contingency theory |
|  |  | Behavioral approach |
|  |  | Trait approach |

Question 29

A common idea that runs through the various definitions of leadership is that leadership involves \_\_\_\_\_\_\_\_\_\_ the attitudes, beliefs, behaviors, and feelings of other people.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | influencing |
|  |  | recognizing |
|  |  | accepting |
|  |  | ignoring |

Question 30

"Friendly and supportive behavior that makes the workplace pleasant and supportive," represents which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Initiating structure |
|  |  | Behavioral traits |
|  |  | Conscientious behaviors |
|  |  | Consideration |

Question 31

Research studies suggest which of the following about the unit control principle?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | It is associated with decreased performance. |
|  |  | It is associated with reduced employee tardiness. |
|  |  | It is associated with high employee turnover. |
|  |  | It is associated with increased productivity. |

Question 32

According to McGregor, which of the following is most likely to lead to more satisfied employees and more effective organizations?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Theory Y |
|  |  | Theory Z |
|  |  | Theory X |
|  |  | Theory W |

Question 33

Rita is a cashier and a customer comes to her with a complaint. Unit control suggests that which of the following individuals should handle it?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Rita's direct supervisor |
|  |  | A customer service representative |
|  |  | Rita |
|  |  | The district manager |

Question 34

The advantage of division of labor is that each job \_\_\_\_\_\_\_\_\_\_.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | requires little coordination. |
|  |  | requires few resources. |
|  |  | requires relatively few skills. |
|  |  | requires few managers and supervisors. |

Question 35

An organizational development effort involves \_\_\_\_\_\_\_\_\_\_.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | employees at all levels of the organization. |
|  |  | mainly top leaders. |
|  |  | mainly middle management. |
|  |  | just employees at the lower levels of the organization. |

Question 36

Management by objectives is an organizational change technique that is based on which of the following?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Chain of command |
|  |  | Goal-setting |
|  |  | Delegation of authority |
|  |  | Division of labor |

Question 37

Which of the following does research on t-groups suggest?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | T-groups are highly effective for teaching cognitive skills and problem-solving. |
|  |  | There is typically either no effect or negative effects on the workplace following the experience. |
|  |  | T-groups work best when members of the group have prior experience working together. |
|  |  | T-groups are highly effective for developing future leaders. |

Question 38

Joint optimization is the idea that \_\_\_\_\_\_\_\_\_\_ and technological systems should be designed to fit one another as well as possible.

Answer

|  |  |  |
| --- | --- | --- |
|  |  | political |
|  |  | social |
|  |  | economical |
|  |  | health |

Question 39

Which of the following is the second stage of a survey feedback program?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | The change agent designs the questionnaires. |
|  |  | The change agent provides feedback about the survey to employees. |
|  |  | The change agent provides feedback to customers. |
|  |  | The change agent compares the results to those at other organizations. |

Question 40

Which of the following is an organizational example of equifinality?

Answer

|  |  |  |
| --- | --- | --- |
|  |  | Hire people |
|  |  | There are many effective ways to run an organization |
|  |  | Work shifts |
|  |  | Do a market survey |