

Personnel/Organizational Psychology Final

Name: _____ Class day and time _____

PUT ANSWER ON LINE PROVIDED AT LEFT DO NOT CIRCLE THE LETTER!!

- _____ 1. The scientific objective of Industrial/Organizational involves :
a. applying psychological principles to observing work, human behavior and management principles.
b. applying research results in attempts to improve work behavior
c. the study and understanding of all aspects of behavior at work
d. the discovery of general laws of human behavior combination of Management principles and work .
- _____ 2. The engineer who is credited with stimulating the beginning of the field that would develop into I/O psychology is
a. Hugo Munsterberg. c. Walter Dill Scott.
b. Frederick Winslow Taylor. d. Elton Mayo
- _____ 3. An efficiency expert is studying jobs carefully, making detailed assessment of how long it takes workers to perform tasks. In all likelihood, the expert is using the scientific management method of
a. ergonomics.
b. time and motion study.
c. scientist-practitioner model.
d. job specialization.
- _____ 4. In the famous Hawthorne Studies, workers became more productive because
a. they knew they were being observed.
b. the lighting was increased.
c. they were given longer rest periods.
d. they thoughts that they would be eventually rewarded
- _____ 5. A main proposition of the human relations movement is
a. workers are motivated solely by money.
b. achievement motivation is important in determining worker morale.
c. workers in high-level positions are unlikely to be satisfied with their jobs.
d. good interpersonal relationships among coworkers will lead to increased productivity.
- _____ 6. Which of the following recent strategies/trends is most consistent with Elton Mayo's thinking and the principles f the Human relations movement?
a. The trend toward virtual work groups that interact electronically.
b. The expanding focus on human resources.
c. The downsizing trend that makes for a smaller company workforce.
d. The increasing diversity of workers.
- _____ 7. Which of the following is an outcome associated with organizational downsizing?
a. Workers who remain become more loyal to the organization.
b. There is a decrease in line workers, but an increase in management.
c. Remaining workers are more motivated because they fear also losing their jobs.
d. The organization is usually more efficient and more competitive.

- _____ 8. Performance appraisals assess worker performance
- a. in terms of productivity.
 - b. in comparison to certain predetermined standards.
 - c. in terms of worker attitude and commitment.
 - d. all of the above
- _____ 9. For the organization, performance appraisals serve as
- a. assessment of productivity of individuals and work units.
 - b. Sources of validation for employee selection and placement methods.
 - c. Sources of information for employee needs.
 - d. All of the above
- _____ 10. 360-degree feedback refers to
- a. Providing workers with complete performance appraisals by supervisors.
 - b. Allowing workers to explain deficiencies in their performance.
 - c. Gathering performance appraisals from supervisors, subordinates, peers, and others.
 - d. Large organizational meetings designed to assess the effectiveness of performance appraisals. they knew they were being observed.
- _____ 11 Court cases have ruled that "valid" performance appraisals must be?
- a. Based on comparative methods.
 - a. Based on a job analysis.
 - b. Conducted only by supervisors and relevant co-workers
 - c. Conducted every six months.
- _____ 12. According to scientific management, workers are motivated by
- a. interpersonal needs..
 - b. intrinsic rewards.
 - c. monetary incentives.
 - d. social relationships in the work place.
- _____ 13. Motivation is defined as
- a. a measure of how hard a person works
 - b. the force that energizes, directs and sustains behavior
 - c. the degree of ambition exhibited by a worker
 - d. physiological brain activity
- _____ 14. According to Elton Mayo, workers are highly motivated by
- a. interpersonal needs.
 - b. task difficulty.
 - c. opportunities for career advancement
 - d. achievement needs
- _____ 15. Maslow's need hierarchy
- a. serves as a good predictive model of worker motivation.
 - b. **has** led to useful applications for increasing work motivation.
 - c. **has not** led to useful applications for increasing worker motivation.
 - d. involves ten levels.

_____ 16. Which of the following is NOT a contemporary challenge to labor organizations (unions):

- a. the increased threat of foreign competition.
- b. the presence of an increase in employee diversity.
- c. a decline in labor's public image.
- d. a decrease in union membership.
- d. All of the above.

_____ 17. Herzberg's two factor theory emphasizing contextual factors to job satisfaction with such things as

- a. personality characteristics of coworkers.
- b. pay, working conditions, and relationships with supervisors and coworkers.
- c. skill variety and task identity.
- d. All of the above.

_____ 18. Which of the following strategies could be referred to as job enlargement?

- a. Promoting an employee to supervisor
- b. Changing the job assignment on a weekly basis
- c. Improving contact with coworkers
- d. additional performance requirements increasing or the increase horizontal/varied tasks.

_____ 19. Vertical loading of jobs to achieve higher decision making, responsibility

- a. are part of moving employees to more additional same level task .
- b. are factors for considering worker motivation and increasing job satisfaction.
- c. are additional performance requirements which improves productivity.
- d. are factors found to related to job dissatisfaction.

_____ 20. Merit pay involves paying workers according to?

- a. how long they have been employed by the company.
- b. how well they perform on the job
- c. how difficult their jobs are.
- d. their level of education.

_____ 21. When a decision must be made quickly, the best decision making strategy is

- a. democratic.
- b. consensus.
- c. autocratic.
- d. participative.

_____ 22. Disadvantages of group decision making include which of the following?

- a. Aspects of the problem are divided among several people.
- b. The potential for groupthink and group polarization.
- c. Decisions are highly critiqued
- d. Most groups prefer not to make decisions.
- e. All of the above are disadvantages of group decision making

_____ 23. Groupthink generally occurs

- a. in all decision making groups.
- b. among dissatisfied group members.
- c. in highly cohesive decision making groups
- d. a group leader tells the others how to think

_____ 24. The source of power that comes from the formal authority that an individual possesses because of his or her position in an organization is referred to as

- a. reward power
- b. legitimate power
- c. network centrality
- d. resource control

_____ 25. The organizational power of an individual can be increased by

- a. increasing work-related expertise or knowledge.
- b. ending relationships with higher ranking members.
- c. standing alone and defying authority.
- d. ignoring politics and influence tactics.

_____ 26. In regards to organizational power, it is clear that

- a. two people at the same level in a hierarchy have the same amounts of power.
- b. Power is concentrated at the bottom levels of the organizational hierarchy.
- c. Power is only derived from organizational sources.
- d. no two people in an organization have exactly equal power.

_____ 27. Political behavior involving a worker criticizing company practices to people outside the organization is called.

- a. external - lateral political behavior.
- b. rate setting.
- c. mudslinging
- d. whistleblowing

_____ 28. Recently, which of the following workers have been hit the hardest by layoffs?

- a. line workers.
- b. secretarial and clerical workers.
- c. white-collar and managerial workers.
- d. service workers.

_____ 29. Performance can be summarized as a function of all of the following except:

- a. Ability
- b. Motivation
- c. Environment
- d. Compensation

_____ 30. Then anticipated imbalance in the age distribution of the future labor force means that:

- a. there will be greater competition for advancement opportunities.
- b. there will be more workers available to support retirement benefits.
- c. there will be more career opportunities for the middle-aged employee.
- d. retraining workers will not be as important as it is today.

_____ 31. According to recent survey, all of the following are business-related reasons for managing diversity except:

- a. better utilization of talent
- b. enhanced creativity
- c. increased quality of team problem solving
- d. lower turnover and absenteeism.

32. As an employee advocate, HR managers:

- a. formulate and issue policy revisions
- b. listen to employees and represent their needs to management.
- c. provide individual orientation and training to every employee.
- d. assist employees with labor negotiations.

33. _____ is a competency of the HR manager that entails knowing the business of their organization thoroughly. One must understand its economic and financial capabilities as well as develop external relations skills focused on their customers.

- a. Change mastery
- b. HR mastery
- c. Business Mastery
- d. Personal credibility

34. Job analysis is called the cornerstone of HRM because:

- a. the information obtained is proactive.
- b. it is the first job given to new HRM employees.
- c. the information it collects serves so many HRM functions.
- d. it is required by law

35. Employers must be able to show that job specifications:

- a. relate specifically to the duties of the job.
- b. describe fully the actual tasks, duties and responsibilities of the job.
- c. are not-related to job descriptions
- d. contain the criteria for evaluating the performance of the holder of the job.

36. Objectives accomplished through job analysis include all of the following except:

- a. establishing the job-relatedness of selection requirements.
- b. establishing appropriate training material.
- c. eliminating discrepancies between internal wage rates and market rate.
- d. providing criteria for evaluating the performance of an employee

37. The factors Herzberg describes as key to enriching jobs are:

- a. pay, promotion, pension, purpose, and perks.
- b. achievement, recognition, growth, responsibility, and performance of the whole job.
- c. safety needs, social needs, self-esteem needs, and self-actualization.
- d. skill variety, task identity, task significance, autonomy and feedback.

38. According to the job characteristic model, what three psychological states of a jobholder result in motivated, satisfied and productive employees?

- a. meaningfulness of the work, task significance and autonomy.
- b. meaningfulness of work responsibility for completion of a whole identifiable piece of work, and knowledge of work results
- c. meaningfulness of work, responsibility for outcomes, and knowledge of work results
- d. meaningfulness of work, responsibility for outcomes and fair compensation.

_____ 39. Core knowledge workers:

- a. have unique skills not directly related to company strategy.
- b. have firm-specific skills directly related to company strategy
- c. have skills that are valuable but not unique.
- d. have skills available to all firms.

_____ 40. In order for a merit pay plan to work effectively, all of the following should occur except:

- a. merit pay should be withheld when performance is seen to decline.
- b. performance should be evaluated using objective criteria.
- c. employees must perceive the raises to be related to the performance required to earn them.
- d. a supervisor's subjective evaluation must be used in computing the raise.

Short Answer Questions:

1. Etzioni provided a framework for understanding the potential psychological involvement of members given the organization's structure and authority, explain and describe in detail the model (Valued at 7 points)

2. Describe Mc Gregor's Theory and explain which part of his theory provide a clear explanation for Frederick Winslow Taylor's principles (Valued at 6 points).

3. Define, describe, explain and compare organic and mechanistic organizational structures relative to their respective environment relations (Valued at 7 points)

Extra Credit: What is the psychological contract and explain how it is a dynamic concept and how it may get renegotiated **ANS:**