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Faculty of Economic Sciences, Commercial and Management Sciences
Management Department - 1st Year Master HRM

Question I (True or False?)

1. Competencies refer to an individual's skills and knowledge, but not personal values and personality traits.
2. Tacit knowledge about operating a computer program is more likely to be received by a trainee when observing a role model than by listening to a lecture about that topic.
3. According to expectancy theory, employees are motivated by their expectation of receiving more outcomes than a comparison other relative to their level of inputs.
4. The new employment relationship has resulted in stronger organizational loyalty reduced stress, and clearer career patterns.
5. Organizational behaviour topics are usually studied from these three levels of analysis: input, throughput, and output.
6. The process of acquiring, disseminating, and utilizing intellectual capital is called organizational learning.

Question II (Select the correct answer from among the following)

1. Low formalization and high decentralization are characteristics of:
 - a. all organizations;
 - b. older organizations with strict government regulations;
 - c. organizations in crisis;
 - d. mechanistic organizational structures;
 - e. none of the above
2. The main reason for having 360-degree feedback is that:
 - a. employees usually want to tell coworkers what they really think of them;
 - b. in most organizations, employees no longer have supervisors;
 - c. people other than the immediate supervisor are in a better position to observe the individual's performance on some dimensions;
 - d. all of the above;
 - e. none of the above.
3. Team cohesiveness can usually be strengthened by:
 - a. ensuring that the team has at least ten members at all times;
 - b. making it relatively easy to become a team member;
 - c. creating or sensitizing the team to an external threat to its existence or goal accomplishment;
 - d. ensuring that team members perform independent tasks;
 - e. doing 'c' and 'd' only.

4. Quality management does NOT specifically focus on:
- continuously improving work processes:
 - satisfying employee needs through time off and generous benefits:
 - encouraging employee involvement:
 - preventing defects:
 - measuring performance.
5. Employees are more likely to be creative when:
- they have a high degree of autonomy in their job:
 - risk-taking is strongly discouraged:
 - their jobs are in jeopardy when they make mistakes:
 - they are given tight deadlines to complete their tasks:
 - only 'b' and 'c' occur.
6. Path-Goal theory states that leaders should apply the directive style when:
- the employee has an external locus of control:
 - the employee lacks some of the skills necessary to perform the job:
 - the employee lacks experience in the job:
 - all of the above:
 - none of the above.
7. Leaders who create a strategic a vision of change and bring about that change through communication and commitment are:
- transactional:
 - transformational:
 - directive:
 - hi-hi:
 - none of the above.
8. CanCorp Ltd. has seven departments: production, marketing, engineering, sales, accounting, human resources, and legal. Which form of departmentation does this organization have?
- functional;
 - divisional;
 - matrix;
 - virtual;
 - team-based.
9. When the president of XYZ Corp. says that he/she wants more organizational citizenship in the company, the president is most likely saying that:
- the organization needs to identify itself more with its home country rather than act as a "global entity";
 - employees need to spend more time helping coworkers;
 - the organization needs to take on more obligations to help society;
 - employees should have the right to elect their supervisor;
 - none of the above.

10. Which of the following does NOT represent a belief that anchors organizational behaviour?

- a. Organizational behaviour should view organizations as open systems;
- b. Organizational behaviour should assume that employees are more effective in teams;
- c. Organizational behaviour should draw on knowledge from other disciplines;
- d. Organizational behaviour should rely on the scientific method to generate knowledge;
- e. Organizational behaviour topics can be studied from multiple levels of analysis.

11. As part of the organizational learning process, environmental scanning mainly affects:

- a. measuring intellectual capital;
- b. knowledge acquisition;
- c. organizational memory;
- d. knowledge dissemination;
- e. unlearning.

Question III

- 1.** The Deputy Minister of Labour in a provincial government is excited about the benefits of job enrichment and wants to apply it to the Ministry's construction inspectors located in four regional offices. Inspectors currently receive assignments from their supervisor and file their reports with the supervisor when the inspection is completed. These inspectors were construction workers in their younger years and now enjoy the easier life of a desk job. The Deputy Minister wants inspectors to perform more tasks previously assigned to their supervisor, such as receiving all work orders, scheduling inspections, and dealing directly with contractor complaints and inquiries. Contractors don't always agree with the Ministry's inspection reports.. What advice would you give the Deputy Minister before this job enrichment intervention begins?

- 2.** Describe the three pure types of divisional structure and identify the most important factor to consider when choosing which of these to organize around.