



École de gestion

TELFER

School of Management

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LEADERSHIP

ADM 2336X

ORGANIZATIONAL BEHAVIOUR
Summer, 2011

Mid-Term Examination
June 21, 2011

Instructor: B. La Rochelle, Ph.D.
Value: 30%
Duration: 80 minutes

Note to students: This is a closed-book exam, containing 5 questions, worth 55 marks in total. Apart from sundry writing materials (pens, pencils and the like), no examination aids are permitted **The entire exam is to be handed in.**

NAME: _____

STUDENT #: _____

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Statement to be signed by the student:

I have read the text on academic integrity and I pledge not to have committed or attempted to commit academic fraud in this exam.

Signed: _____

Note: An exam without this signed statement will not be graded and will receive a

Mr. ARICCO Cory

(+)

Model

Student

Answers

grade of zero.

Question 1 – Multiple Choice (20 questions; 2 marks per question)

Answer the following multiple-choice questions, stating any qualifications to your answer that you consider necessary.

1.1 Paul met a salesperson for the first time. His first impression was that she was pushy, as were most people in sales that Paul had encountered in the past. According to Bruner's model of the perceptual process, Paul is most likely to

- ☐ A seek out cues that contradict his first impression.
- ☐ B change his perception as soon as new cues become evident.
- ☒ C select cues that confirm his first impression.
- ☐ D recategorize the target.
- ☐ E form a stereotype about the salesperson.

1.2 For many months, Sam performed his job excellently. However, just before his performance evaluation, Sam's boss saw him insult a client. In the performance evaluation, the boss gave Sam a very low rating. What happened?

- ☒ A Recency effect
- ☐ B Harshness
- ☐ C Contrast effect
- ☐ D Self-serving bias
- ☐ E Primacy effect

1.3 Alice perceives her job inputs as high and her job outcomes as high. Alice perceives Jane's inputs as low and her outcomes as low. Jane's perceptions are identical to Alice's in all respects. According to equity theory

- ☐ A both women are experiencing inequity.
- ☐ B Alice experiences inequity but Jane doesn't.
- ☐ C Jane experiences inequity but Alice doesn't.
- ☒ D both women are experiencing equity.
- ☐ E both women should earn exactly the same income

1.4 Samantha engages in a low consensus behaviour. What other combination of cues will ensure that an observer makes a dispositional attribution about the behaviour?

- ☐ A The behaviour is also low in distinctiveness and low in consistency.
- ☐ B The behaviour is also low in distinctiveness and high in consistency.
- ☐ C The behaviour is also high in distinctiveness and low in consistency.
- ☒ D The behaviour is also high in distinctiveness and high in consistency.
- ☐ E The behaviour is also low in distinctiveness and high in contrast.

1.5 Scientific Management is the process of

- ☒ A using research to develop the optimum degree of specialization and standardization of work tasks.
- ☐ B developing a strict set of rules and regulations.
- ☐ C developing a strict chain of command.
- ☐ D establishing objective criteria for promotion and selection of employees.
- ☐ E centralizing power at the top of organizations.

1.6 A company converted its machine operators from piece rate pay to hourly pay and found that accidents involving the machines were reduced to almost zero from a previously high level. What can we conclude?

- ☒ A Safe working practices were positively reinforced.
- ☐ B Unsafe working practices were punished.
- ☐ C Safe working practices were negatively reinforced.
- ☐ D Unsafe working practices were extinguished.
- ☐ E Hourly pay resulted in bigger paycheques for the machine operators.

1.7 "I don't really like you very much, and this causes me to overlook a number of your good qualities." This is an example of

- ☒ A implicit personality theory.
- ☐ B harshness.
- ☐ C stereotyping.
- ☐ D the halo effect.
- ☐ E central tendency.

1.8 Driving home from an auto repair shop, you find that the repair you just paid for wasn't done properly. Which of the following would increase your tendency to blame the mechanic's error on dispositional factors?

- ☐ A You have never had a car repair done right the first time by any mechanic.
- ☐ B When you picked up the car, the shop manager said that the mechanic had gone home early because he was injured on the job.
- ☒ C This mechanic has done poor repairs on your car twice before.
- ☐ D Several friends told you that this mechanic was excellent.
- ☐ E You had authorized the mechanic to use reconditioned parts instead of new ones.

1.9 According to Bruner's model of the perceptual process, when an unfamiliar target is encountered, we are likely to be _____ to target cues. Once the target has been categorized, however, we become _____ selective in our cue search.

- ☐ A open; more
- ☐ B closed; more
- ☒ C open; less
- ☐ D closed; less
- ☐ E selective; consistent

request
 1.10 A company converted its machine operators from piece rate pay to hourly pay and found that accidents involving the machines were reduced to almost zero from a previously high level. What can we conclude?

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1.11 Which is a potential example of the fundamental attribution error?

- ☒ A John explained his failure to land the big account by saying that the competing firm had a better product.
- ☐ B Nancy explained her department's success by describing her boss as brilliant.
- ☐ C Tom realized that most of his crew failed to get to work because of the big snowstorm.
- ☐ D Rodney defended his boss's embezzlement by pointing out that he was under severe marital stress at the time of the incident.
- ☐ E Susan acknowledged that her company's sales growth was largely due to the booming economy.

1.12 A person who is high in need for achievement will tend to favour _____ goals.

- ☐ A fairly easy
- ☒ B moderately difficult
- ☐ C very difficult
- ☐ D fairly easy or very difficult
- ☐ E moderately easy

1.13 Paul has a secure, well-paying, but boring job. He gets along well with his boss and his coworkers. Recently, he has put in a bid for several more interesting jobs that have opened up, but each time the job has been given to someone with more seniority. According to Alderfer's ERG theory Paul will probably

- ☐ A seek support and additional attention from his boss and co-workers.
- ☐ B continue to pursue a more interesting job indefinitely.
- ☒ C exhibit frequent absenteeism.
- ☐ D press for higher pay.
- ☐ E quit his job and leave the company.

1.14 The consultant said to a client company "Look, you people offer the highest pay in the industry! If you tied it to performance you'd get some motivational punch." The consultant is saying that

- ☐ A expectancy is low.
- ☒ B instrumentality is low and second-level valence is high.
- ☐ C second-level valence is low and instrumentality is high.
- ☐ D expectancy is high.
- ☐ E second-level valence is low and instrumentality is low.

1.15 The Hawthorne studies illustrated how

- ☐ A fatigue can be avoided by redesigning work.
- ☐ B rest pauses can cause employees to lower their productivity.
- ☐ C lighting can reduce the quality of employees' work.
- ☒ D psychological and social processes affect productivity and work adjustment.
- ☐ E all of the above.

1.16 A person who is a high self-monitor will

- ☒ A observe the situation when determining how to behave.
- ☐ B ignore the situation when determining how to behave.
- ☐ C be rather rigid in his or her leadership style.
- ☐ D be prone to uncontrollable emotional outbursts.
- ☐ E have difficulty regulating their behaviour in social situations.

1.17 The actor-observer effect suggests that

- ☐ A actors and observers tend to view the actor's behaviour in an identical way.
- ☐ B actors tend to make dispositional attributions about their own behaviour.
- ☒ C actors and observers tend to view the actor's behaviour in a different way.
- ☐ D observers tend to make situational attributions about the actor's behaviour.
- ☐ E actors tend to take credit for successful outcomes and blame failures on observers.

1.18 John likes to work in environments where he can take personal responsibility for outcomes. He seeks regular performance feedback and he likes to set moderately challenging goals for himself. In the past, John has enjoyed working in sales jobs. According to McClelland's Theory of Needs, what need is John likely high on?

- ☐ A Need for power
- ☐ B Need for affiliation
- ☐ C Need for responsibility
- ☐ D Need for self-actualization
- ☒ E Need for achievement.

1.19 Janet believes that her behavior is determined by fate, luck, or powerful others. She likely has

- ☐ A A high level of neuroticism
- ☒ B An external locus of control
- ☐ C Low self-esteem
- ☐ D High negative effect
- ☐ E Low self-regulation

1.20 A supervisor complimented each of his workers as he or she arrived promptly to work every morning. Due to time constraints, the supervisor had to stop this practice, resulting in a much higher rate of tardiness among his workers. Which of the following statements best explains this situation in operant learning terms?

- ☐ A The supervisor's negative reinforcement strategy was stopped, thus extinguishing the behaviour of arriving promptly.
- ☐ B The supervisor was using a partial reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.
- ☐ C The supervisor was using a delayed reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.
- ☒ D The supervisor was using a continuous, immediate reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.
- ☐ E The supervisor was inadvertently punishing his workers by not complimenting them, so the workers didn't arrive on time any more.

Question 2 (6 marks)

A supervisor at a textile factory observes that one of her employees is violating a safety rule that could result in severe injury. What combination of reinforcement, punishment, extinction and social cognitive theory, if any, could she use to correct this behaviour?

Question 3 (5 marks)

Mexico has a fairly high power distance culture, while the United States and Canada have lower power distance cultures. Discuss how effective management techniques might vary, if at all, among Mexico, the United States and Canada. Discuss regional elements, in contrast to national elements, if any.

Question 4 (4 marks)

Suppose an employee does a particularly poor job on an assigned project. Discuss the attribution process that the person's manager might use to form judgements about this poor performance.

Question 2:

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Definitions of positivement reinforcement, punishment, extinction, social cognitive theory and

- Positivement reinforcement: first components of operant learning theory, manager use rewards to increase the probability of one behaviour.
- Punishment: manager use punishment to reduce employee's particular behaviour
- Extinction: similar to punishment is reduce the probability of one particular behaviour occur.
- Social cognitive theory: people have cognitive to control their own motivation and feeling (includes: modelling)
- negative reinforcement: manager use negative reinforcement to increase the probability of one behaviour occur.

Relate to the question.

The supervisor could combine punishment, extinction and social cognitive theory. Supervisor could not use reinforcement because the positive or negative reinforcement are both increase the probability of one behaviour. Base on the information ^{that} the question provided, the action of her employee will cause injury; supervisor do not want such behaviour occurs again. Punishment and extinction both are reduce the probability of one behaviour occurs. Use social cognitive theory - modelling, the worker who violates the safety rules could observe from his or her co-workers behaviour; by using this, worker will find where he or she did wrong and correct the action. Combine punishment, extinction and social cognitive theory could make the wrong action disappear; at the same time, prevent her employee from injure.

QUESTION 2

Q

- Use social cognitive theory and have ~~an~~ ^{the} other employees model proper, safe, use of machinery or safe procedures. How
- Use extinction by not reinforcing unsafe ~~work~~ ^{work} habits (With this method however, it may take longer for the behaviour to go away or extinguish) Essentially ignore these behaviours.
- Use immediate punishment in the form of verbal warning and possibly repercussions (i.e. if they engage in the unsafe behaviour they have to do an undesirable behaviour such as sweep floors)
- Reinforce any safe behaviours the employee engages in with praise or financial reward (ensure that you are not confusing rewards with reinforcers by making sure the compensation is reinforcing beforehand) Yes
- The supervisor could use negative reinforcement by reducing the workload of the employee when they engage in safe work behaviours. This is assuming that the unsafe behaviours are short cuts intended to get work done faster. ✓
- The supervisor could make employees aware of self-regulation practices in order to promote awareness

QUESTION 142 CONTINUED.

The employer could model self-regulation in the workplace or have self-regulation training in order to increase the level of self-regulation the employee engages in, therefore increasing their self-monitoring and decreasing their unsafe work practices.

3. Because Mexico has a higher power distance, it makes it more likely that the employees do not feel connected to the overall mission of the company they work for. Because that is part of the culture, it is likely that more job-related rewards such as raises, paid leave, and others like that will be more effective motivators for the workers. In the U.S. & Canada however, these rewards might not be as effective. Because of the lower power distance, US/Canada workers may feel more connected to the companies they work for, and respond to different motivators. They may prefer things like stock options, more involvement in the planning process of the company, or others

that make them feel more like a leader, as opposed to a cog on a wheel.

However, at a regional level, these managing techniques are likely to be similar in contrasting the countryside

versus major cities. In the country (both Mexico and

the U.S. / Canada) there is a sense of community that

makes for a low power distance. Whereas in the

major cities, a higher power distance is often

prevalent, making the more monetary rewards

often motivate employees more.

Question 3

Power distance - basically means how acceptant the society is of the power gap between, say the boss and the employee.

In the US/canada power distance is low, so highly hierarchical structure will not be effective. Management (to be successful) needs to make sure the employees have input in the workings of the organization, there is a two-way communication.

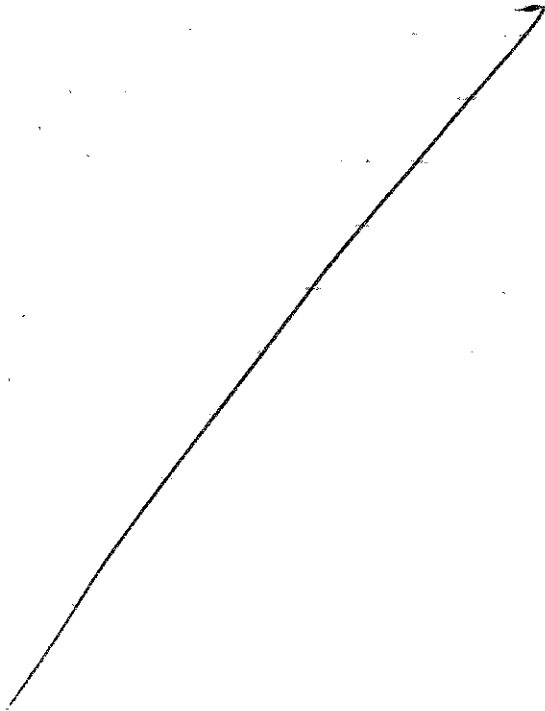
supportive management.

Mexico — high power distance country
will be more open to hierarchical
organizational structure and not
look for the supportive management.
They would not question Boss's
decisions.

However, Power distance may not
be so much national, but rather
regional. People who live in particular
regional areas may be subject
to that region's culture.
Are Mexican cities bordering the US
have lower power distance, than
say regions of Mexico that
are the farthest from the USA?

Q 4 →

#4. The attribution process includes ^{Mill and Holt} three elements: the consistency, the consensus and the distinctiveness. The consistency is how often does an individual act in ~~the~~ a certain way over time. The Consensus is how someone's behaviour can be compared to others and the ~~but~~ distinctiveness is if someone acts in an unique way from others. The person's manager will use this process to determine if the employee behaviour is dispositional, situational or temporary. If the three elements listed above are all high, then it's dispositional. If not, it's situational or temporary.



Question 4 (4 marks)

9/4/17

First the manager would ~~not~~ use three questions related to cues to identify if the poor performance was due to disposition.

To judge performance the manager would have to look into different cues relating to this individual and their co-workers.

The manager will try to identify if the performance is common to all the employees who have done the task (consensus cues). If it is he might give the employee benefit of doubt in this case.

Then identify if the particular job is performed poorly by this individual on a regular basis (consistency cues). If not, then he/she would give benefit of doubt on this one.

Third, he would identify if only this individual is performing poorly on this particular job (distinctiveness cues). If not the manager would have to conclude this is not a dispositional but will have to be the situational aspect of the case.

Comparing the performance of the employee and his co-workers under the same conditions and period the manager can determine if it is the situation that's influencing the performance. If not other factors like motivation, general cognitive ability are in effect here.