

Sem – 2
Unit – 2: Attitude (Continuation of unit 2 attitude) &
Paper – MDC – (202 -02)
MCQs on Organizational Structure & Behaviour

(Unit 2 Attitude continue part after characteristics)

Formation of Attitude

Individuals acquire attitudes from several sources but attitudes are not inherited.

1. Direct Experience with the Object

- Attitudes can develop personally by rewarding or punishing experiences with an object.
- Employees form attitudes towards their jobs based on previous experiences.
- Attitudes formed on experiences are difficult to change.

2. Classical Conditioning

- One of the basic processes in attitude formation can be explained on the basis of learning principles.
- People develop associations between various objects and situations.

3. Operant Conditioning and Attitude Acquisition

- Attitudes that are imposed either verbally or non-verbally need to be maintained.
- A person who obtains attitudes from others can be modified or changed.

4. Explicit / Vicarious Learning

- This refers to the formation of attitudes by observing the behaviour of others and the consequences of that behaviour.
- It is due to explicit learning processes where children pick up their attitudes from their parents.
- We also learn attitudes explicitly from television, movies, and others.

5. Family and Peer Group

- A person may also learn attitudes through imitation of parents.
- If parents have a positive attitude towards an object, the child tends to adopt it even without being told about it.

6. Neighborhood

- Neighbors tolerate or deny certain attitudes which we either agree or disagree with.
- The confirmation or denial in some respect is evidence of the attitude.

7. Economic Status and Occupation

- Economic and occupational positions also contribute to attitude formation.
- They determine attitudes towards what is good and what is bad.
- Our socio-economic background influences present and future attitudes.

8. Mass Communication

- All varieties of mass communication like TV, newspapers, radio, magazines, etc., feed audiences large quantities of information which influence the attitudes of people.

Attitudes Relevant to Organizational Behaviour / Types of Job Attitudes

Organizational members as employees may develop attitudes about various aspects of organizational functioning like salary, promotion possibilities, employee benefits, superiors, etc.

The following attitudes are important for employee behaviour in an organization:

- 1. Job Satisfaction**
- 2. Job Involvement**
- 3. Organizational Commitment**

1. Job Satisfaction

- Job satisfaction reflects the extent to which employees find gratitude or fulfillment in their work.
- Factors affecting job satisfaction include personal factors such as employee needs and aspirations, and group and organizational factors like relationships, working conditions, work policies, compensation, etc.

2. Job Involvement

- Job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy, and view work as a central part of life.
- Job-involved employees believe in work ethics, exhibit high growth needs, and enjoy participation in decision-making.

3. Organizational Commitment

- Organizational commitment (employee loyalty) is the degree to which an employee identifies with the organization and wants to continue actively and meaningfully participating in it.
- Such employees usually have good attendance records, show loyalty to organizational policies, and have lower turnover rates.

Functions of Attitude

People hold attitudes because they serve important functions such as:

- **Adjustment**
- **Ego-Defense**
- **Value Expression**
- **Knowledge**

1. Adjustment

- Attitudes help people adjust to their work environment.
- When employees are treated well, they develop a positive attitude toward management and organization.
- Poor treatment or low pay leads to negative attitudes.
- These attitudes help employees adjust and shape future behaviour.

2. Ego-Defense

- People form and maintain attitudes to protect their self-image.
- Attitudes may protect individuals from external threats or from becoming aware of unacceptable desires.

- Example: Some workers may behave negatively toward the advancement of others or female workers.
- Such attitudes are difficult to change but become less rigid in a supportive environment.

3. Value Expressive

This function has three aspects:

- It expresses a person's values or enhances self-identity.
- It helps individuals define their self-concept and sub-culture values.
- It helps individuals adopt the values of groups they have joined.

4. Knowledge

- People need a stable, organized, and meaningful structure of the world, and knowledge helps build this attitude.
- If existing attitudes are inadequate to resolve an issue, acquiring new knowledge can lead to attitude change.

Why Managers Need to Know About Attitude Functions

- Helps understand and predict employee behaviour.
- Enables managers to change others' attitudes.
- Helps managers understand why a person has developed a particular attitude.

Barriers to Change Attitudes

- 1. Prior Commitment**
- 2. Insufficient Information**
- 3. Balance and Consistency**
- 4. Lack of Resources**
- 5. Improper Reward System**
- 6. Resistance to Change**

1. Prior Commitment

- When people feel a commitment towards a particular course of action that has already been agreed upon, it becomes difficult for them to change or accept new ways of functioning.

2. Insufficient Information

- Insufficient information acts as a major barrier to attitude change.
- Sometimes people do not see why they should change their attitude due to the unavailability of adequate information.

3. Balance and Consistency

- Another obstacle to attitude change is the attitude theory of balance and consistency.
- Human beings prefer their attitudes about people and things to be consistent with their behaviours toward each other and objects.

4. Lack of Resources

- If plans become excessively ambitious, they may be obstructed due to lack of resources in an organization.

- Thus, when an organization wants to change employees' attitudes towards a new plan, it may become impossible due to insufficient resources.

5. Improper Reward System

- Sometimes an improper reward system acts as a barrier to attitude change.
- If an organization emphasizes short-term performance and results, managers may ignore long-term issues while setting goals to achieve immediate profits.
- When such a reward system exists, employees are not motivated to change their attitudes.

6. Resistance to Change

- Resistance to change is another major barrier.
- Change is a continuous process within and outside the organization to achieve goals.
- When authorities introduce new plans, employees are required to change themselves, which often leads to resistance.

Ways of Changing Attitude

- New information helps in changing attitudes.
- Negative attitudes are mainly formed due to insufficient information.
- Attitudes may change through direct experience.
- Attitudes can be changed by resolving discrepancies between attitude and behaviour.
- Persuasion by friends or peers can bring attitude change.
- Attitudes may change through legislation.
- Since attitudes are anchored in membership and reference groups, modifying these groups can change attitudes.
- Fear can change attitudes; however, low levels of fear are often ignored.
- Attitude change also differs according to the situation.

MCQs – Organizational Structure & Behaviour

- Q1. Organization structure primarily refers to
A. How activities are coordinated & controlled
B. How resources are allocated
C. The location of departments and office space
D. The policy statements developed by the firm
- Q2. Functional managers are responsible _____.
A. For a single area of activity
B. To the upper level of management and staff
C. For complex organizational sub-units
D. For obtaining copyrights and patents
- Q3. Forces affecting organizational behaviour are _____.
A. People
B. Environment
C. Technology
D. All of the above
- Q4. Management is _____.
A. A science
B. An art
C. A science as well as an art
D. None of the above
- Q5. The field of organizational behaviour is primarily concerned with _____.
A. Behaviour of individuals and groups
B. How resources are managed
C. Control processes and external interaction
D. Both A and C
- Q6. Management exists at the _____ level of the organization.
A. Lower
B. Middle
C. Top
D. All of the above
- Q7. In what order do managers typically perform the managerial functions?
A. Organising, planning, controlling, leading
B. Planning, organising, leading, controlling
C. Planning, organising, controlling, leading
D. Organising, leading, planning, controlling
- Q8. Planning, organizing, directing and controlling are _____.
A. Goals of management
B. Functions of management
C. Results of management
D. All of the above

Q9. Which is not a recognized key skill of management ?

- A. Conceptual skill
- B. Human skill
- C. Technical skill
- D. Writing skill**

Q10. Positive motivation makes people willing to do their work in the best way they can and improve their _____.

- A. Personality
- B. Productivity
- C. Performance**
- D. All of the above

Q11. Planning function of management is performed by _____.

- A. Top management
- B. Middle management
- C. Lower management
- D. All of the above**

Q12. A study of human behaviour in organizations is _____.

- A. Individual behaviour
- B. Group behaviour
- C. Organizational behaviour**
- D. None

Q13. In Maslow's hierarchy needs which of the following pair of needs is ranked as "lower order needs"?

- A. Physiological and safety needs
- B. Physiological and social needs**
- C. Social and esteem needs
- D. Safety and self-actualization needs

Q14. "Might is right" motto belongs to _____.

- A. Autocratic model**
- B. Custodial
- C. Supportive
- D. Collegial

Q15. A manager with good _____ can make the work place more pleasant.

- A. Communication
- B. Knowledge
- C. Experience
- D. Interpersonal skills**

Q16. The most significant management skills are _____.

- A. Technical, Human, Conceptual**
- B. Behavioural, technical, conceptual
- C. Systematic, human, conceptual
- D. Technical, cognitive, human

Q17. Groups formed by managerial decision in order to accomplish stated goals of the organization are called _____.

- A. **Formal groups**
- B. Informal groups
- C. Interest groups
- D. Task groups

Q18. The job satisfaction of an employee depends on the _____.

- A. Behaviour
- B. **Attitude**
- C. Personality
- D. Employer

Q19. A satisfied employee is a _____.

- A. Motivator
- B. Manager
- C. **High performer**
- D. Team leader

Q20. Who has given the hierarchy of needs of motivation?

- A. **Abraham Maslow**
- B. McClelland
- C. Vroom
- D. Herzberg

Q21. Number of levels in Maslow's theory?

- A. 6
- B. **5**
- C. 4
- D. 3

Q22. What makes the most effective leadership style that can be used during emergency situations?

- A. Democratic
- B. Laissez-faire
- C. **Autocratic**
- D. Supportive

Q23. Outsourcing means _____.

- A. Exporting
- B. Importing
- C. **A firm having someone else do part of what it previously did itself**
- D. Building a factory in other country to produce for that country market

Q24. Outsourcing outside country is _____.

- A. Onshore outsourcing
- B. Nearshore outsourcing
- C. **Offshore outsourcing**
- D. Country outsourcing

Q25. The _____ Leadership style is an expression of that leader's trust in the abilities of his subordinates
A. Participative
B. Delegative
C. Authoritarian
D. All

Q26. Attitude is _____.
A. Positive reaction
B. Negative reaction
C. Certain way of reaction
D. All of the above

Q27. Determining how tasks are to be grouped is part of which management function?
A. Planning
B. Leading
C. Controlling
D. Organizing

Q28. Outsourcing helps to _____.
A. Increase risk
B. Remove expertise
C. Focus on core business
D. None

Q29. _____ is the force that keeps person working and in action.
A. Attitude
B. Motivation
C. Leadership
D. None

Q30. Which among these is not included in Maslow's theory?
A. Physical need
B. Self-esteem need
C. Relationship need
D. Goal-oriented need

Q31. _____ may be effective only for a short-term to motivation some person.
A. Positive motivation
B. Negative motivation
C. Leadership
D. None

Q32. Reinforcement principle works on _____.
A. Positive motivation
B. Negative motivation
C. Leadership
D. Carrot and stick approach

Q33. Which among is not a leadership style?

- A. Autocratic style
- B. Participative style
- C. Delegative style
- D. Derogative style**

Q34. In this leaders use power, pressure threats and negative motivation to get the things done.

- A. Strict autocratic**
- B. Benevolent autocratic
- C. Manipulative autocratic
- D. Carrot and stick

Q35. Understanding the need of the people, emotions, sentiments and grievances, actions and reactions to the decisions as well as motivational level to get cooperation from them is known as _____.

- A. Objectivity
- B. Social skill
- C. Empathy**
- D. Teaching skill

Q36. Leader must have _____.

- A. Conceptual
- B. Technical
- C. Personnel
- D. All**

Q37. Delegative leadership means _____.

- A. Followers take decisions**
- B. Leader dictates
- C. Joint decisions
- D. Fatherly approach

Q38. Good decision maker should not be _____.

- A. Be timely
- B. Be resolute
- C. Be flexible
- D. Trust other blindly**

Q39. _____ means having thoughts, words and actions aligned a quality of a good leader.

- A. Flexible
- B. Communicator
- C. Congruent**
- D. Trust

Q40. In trait theory, a leader must have _____.

- A. Drive**
- B. Desire to follow
- C. Dishonesty and Integrity
- D. Low confidence

Q41. _____ is an organization entering into a contract with another organization to operate and manage one or more of its business processes BPO.

- A. **Outsourcing**
- B. Attitude
- C. Motivation
- D. Call Centre

Q42. _____ is a subset of outsourcing that involves the contracting of the operation and responsibilities of specific functions to a third party service provider.

- A. Call centre
- B. **BPO**
- C. Maslow theory
- D. Carrot stick

Q43. Web push, web call, web POP are the services come in _____ type of call center.

- A. Inbound
- B. Outbound
- C. Blended
- D. **Web-enabled call centre**

Q44. _____ call center is mainly used for debt collection.

- A. Inbound
- B. **Outbound**
- C. Blended
- D. Telemarketing

Q45. _____ is specialized in developing and implementing B2B and B2C telemarketing lead generation, appointment setting, telesales and market research programs.

- A. Inbound
- B. Outbound
- C. Blended
- D. **Telemarketing**

Q46. _____ converts digitally stored text into human audible speech.

- A. IVR
- B. **TTS**
- C. CRM
- D. ACD

Q47. _____ a device that distributes incoming calls to a specific group of terminals.

- A. **Automatic Call Distributor**
- B. Text To Speech
- C. Customer Relationship Management
- D. Interactive Voice Response

Q48. As a manager, one of James's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is James acting in when he does this?

- A. Leadership role
- B. Liaison role
- C. Monitor role

D. Figurehead role

Q49. Organizational Behaviour is _____.

- A. Interdisciplinary
- B. Humanistic
- C. System approach

D. All of the above

Q50. A study of human behaviour in organizational settings is _____.

- A. Individual behaviour
- B. Group behaviour

C. Organizational behaviour

D. None of these

Q51. Which of the following is most likely to be a belief held by a successful manager?

- A. Technical skill is all that is needed for success.
- B. Interpersonal skills unnecessary

C. Technical skills are necessary, but insufficient alone for success

D. Effectiveness is not impacted by human behaviour

Q52. Operant conditioning argues that _____.

- A. Reflexive behaviour
- B. Unlearned behaviour

C. Behaviour is a function of its consequences

D. Repetition is strong

Q53. Today's organizations are _____.

A. Open systems

- B. Closed
- C. Both
- D. None

Q54. Which of the following is not one of the four primary management functions?

- A. Controlling
- B. Planning

C. Staffing

D. Organizing

Q55. Which of the following statements is true about the term "ability", as it is used in the field of OB?

- A. Willingness to perform task
- B. What one individual can do**
- C. Only intellectual skills
- D. Only physical skills

Q56. _____ explains learning of reflex behaviour.

A. Classical conditioning

- B. Operant conditioning
- C. Social learning
- D. Cognitive learning

Q57. _____ are the simplest and conventional forms of organization.

- A. Line organization**
- B. Functional
- C. Line & staff
- D. Committee

Q58. _____ communication takes place through proper channels in the organization.

- A. Formal**
- B. Informal
- C. Non-verbal
- D. Paralinguistic

Q59. “_____ are the social invention for accomplishing goals through group efforts”.

- A. Management
- B. Organization**
- C. Leadership
- D. Behaviour

Q60. _____ refers to the negotiation or an agreement between two groups.

- A. Contracting**
- B. Co-opting
- C. Pressure tactics
- D. None

Q61. A technique to bring changes in the entire organization, rather than focusing attention on individuals to bring changes easily.

- A. Organizational development**
- B. Organizational Change
- C. Organizational Culture
- D. Organizational Conflict

Q62. _____ refers to the network of personal and social relations that is developed spontaneously between people associated with each other.

- A. Formal organization
- B. Informal organization**
- C. Business organization
- D. Government

Q63. In Maslow’s hierarchy needs which of the following pair of needs is ranked as “lower order needs”?

- A. Physiological & safety needs
- B. Physiological & social needs**
- C. Social & esteem needs
- D. Safety & self-actualization needs

Q64. Three essential skills that managers need to have in order to reach their goals. What are these skills?

- A. Technical, decisional, interpersonal
- B. Technical, human, conceptual**

- C. Interpersonal, informational, decisional
- D. Communication, conceptual, networking

Q65. When managers have the mental ability to analyze and diagnose complex situations, they possess skills.

- A. Technical
- B. Leadership
- C. Problem-solving
- D. Conceptual**

Q66. If a person responds the same way over time, attribution theory states that the behaviour shows.

- A. Distinctiveness
- B. Consensus
- C. Consistency**
- D. Continuity

Q67. Most valuable asset in an organization is _____.

- A. Land and building
- B. Cash and bank balances
- C. Human resources**
- D. Technology

Q68. OB studies behaviour of human in _____.

- A. Workplace & society
- B. Workplace only**
- C. Society only
- D. Department

Q69. OB scope does not include _____.

- A. Leadership
- B. Perception
- C. Job design
- D. Technology**

Q70. It is a technology that allows interaction on a telephone-computer integration to be is _____.

- A. ACD
- B. CTI**
- C. VOIP
- D. CRM

Q71. It is software which process potential contacts and identifies disconnected numbers, busy signal and unanswered calls, detects answering machines.

- A. Predictive dialer**
- B. Automatic call detector
- C. CRM
- D. CTI

Q72. These types of call center works for other countries organization. Organization will always look for the other countries.

- A. Inbound call center
- B. Outbound call center
- C. Offshore call center**
- D. Blended call center

Q73. It allows management to better control their campaigns. Contacts are stored in a organized manner.

- A. Computer
- B. Database**
- C. Patent
- D. Team

Q74. _____ which allows receiving multiple calls simultaneously over the same line.

- A. Toll-free number**
- B. ACD
- C. VOIP
- D. CTI

Q75. IPPABX full form _____.

- A. Internet Protocol Private Automatic Branch Exchange**
- B. Internet Protocol Public Automatic Branch Exchange
- C. Internet Public Private Branch Exchange
- D. None

Q76. Call centre certification from the _____.

- A. COPC (customer operation performance center)**
- B. Patents
- C. Dialers
- D. IPPABX (Internet Protocol Private Automatic Branch Exchange)

Q77. _____ outsourcing includes internal business function such as human resource, finance, accounting, etc.

- A. Front office outsourcing
- B. Back office outsourcing**
- C. Blending outsourcing
- D. None

Q78. In this leaders pretend to welcome the voice of subordinate in decision making process even though he has already taken the decision.

- A. Strict autocratic
- B. Benevolent autocratic
- C. Manipulative autocratic**
- D. Delegative

Q79. _____ focus on people rather than task.

- A. Leader**
- B. Manager
- C. Both
- D. None