Organizational Behavior

CREDIT HOURS: 3
LEVEL: UPPER

EXAM CODE: 353
CATALOG NUMBER: BUSx315

PUBLISHED FEBRUARY 2019
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Before You Choose This UExcel Exam

Uses for the Examination

• Excelsior College, the test developer, recommends granting three (3) semester hours of upper-level undergraduate credit to students who receive a letter grade of C or higher on this examination.

• Other colleges and universities also recognize this exam as a basis for granting credit or advanced standing.

• Individual institutions set their own policies for the amount of credit awarded and the minimum acceptable score.

Exam-takers who have applied to Excelsior College should ask their academic advisor where this exam fits within their degree program.

Exam-takers not enrolled in an Excelsior College degree program should check with the institution from which they wish to receive credit to determine whether credit will be granted and/or to find out the minimum grade required for credit. Those who intend to enroll at Excelsior College should ask an admissions counselor where this exam fits within their intended degree program.

Examination Length and Scoring

The examination consists of approximately 120 questions, most of which are multiple choice; for samples of all the item types on this exam, see the sample items in the back of this guide. Some items are unscored, pretest items. The pretest items are embedded throughout the exam and are indistinguishable from the scored items. You will have two (2) hours to complete the examination. Your score will be reported as a letter grade.

UExcel Exam Resources

Excelsior College Bookstore

The Excelsior College Bookstore offers recommended textbooks and other resources to help you prepare for UExcel exams.

The bookstore is available online at (login required): www.excelsior.edu/bookstore

UExcel Practice Exams

The official UExcel practice exams are highly recommended as part of your study plan. Once you register for your UExcel exam, you are eligible to purchase the corresponding practice exam, which can be taken using any computer with a supported Web browser. Each practice exam includes two forms that you may take within a 180-day period.

Excelsior College Library

Enrolled Excelsior College students can access millions of authoritative resources online through the Excelsior College Library. Created through our partnership with the Sheridan Libraries of The Johns Hopkins University, the library provides access to journal articles, books, websites, databases, reference services, and many other resources. Special library...
pages relate to the nursing degree exams and other selected exams. To access it, visit www.excelsior.edu/library (login is required).

Our library provides:
- 24/7 availability
- The world’s most current authoritative resources
- Help and support from staff librarians

**Online Tutoring**

Excelsior College offers online tutoring through SMARTTHINKING™ to connect with tutors who have been trained in a variety of academic subjects. To access SMARTTHINKING, go to www.excelsior.edu/smarthinking. Once there, you may download a copy of the SMARTTHINKING Student Handbook as a PDF.

**Preparing for UExcel Exams**

**Take Charge of Your Own Learning**

At Excelsior College, independent, self-directed study supported by resources we help you find is not a new concept. We have always stressed to exam takers that they are acting as their own teacher, and that they should spend as much time studying for an exam as they would spend in a classroom and on homework for a corresponding college course in the same subject area.

Begin by studying the content outline contained in this content guide, at its most detailed level. You will see exactly which topics are covered, and where chapters on those topics can be found in the Recommended Resources. You will see exactly where you might need to augment your knowledge or change your approach.

The content outline, along with the Learning Outcomes for this exam and recommended textbooks, will serve as your primary resources.

**How Long Will It Take Me to Study?**

A UExcel exam enables you to show that you’ve learned material comparable to one or more 15-week college-level courses. As an independent learner, you should study and review as much as you would for a college course. For a 3-credit course in a subject they don’t know, most students would be expected to study nine hours per week for 15 weeks, for a total of 135 hours.

**Study Tips**

Become an active user of the resource materials. Aim for understanding rather than memorization. The more active you are when you study, the more likely you will be to retain, understand, and apply the information.

The following techniques are generally considered to be active learning:
- **preview or survey** each chapter
- **highlight or underline text** you believe is important
- **write questions or comments** in the margins
- **practice re-stating content** in your own words
- **relate what you are reading** to the chapter title, section headings, and other organizing elements of the textbook
- **find ways to engage** your eyes, your ears, and your muscles, as well as your brain, in your studies
- **study with a partner or a small group** (if you are an enrolled student, search for partners on MyExcelsior Community)
- **prepare your review notes** as flashcards or create recordings that you can use while commuting or exercising

When you feel confident that you understand a content area, review what you have learned. Take a second look at the material to evaluate your understanding. If you have a study partner, the two of you can review by explaining the content to each other or writing test questions for each other to answer. Review questions from textbook chapters may be helpful for partner or individual study, as well.

**Using UExcel Practice Exams**

We recommend taking the first form of the practice exam when you begin studying, to see how much you already know. After taking the first practice exam, check your performance on each question and find out why your answer was right or wrong. This feedback will help you improve your knowledge of the subject and identify areas of weakness that you should address before taking the exam. Take the second form of the
practice exam after you have finished studying. Analyze your results to identify the areas that you still need to review.

Although there is no guarantee, our research suggests that students who do well on the practice exams are more likely to pass the actual exam than those who do not do well (or do not take advantage of this opportunity).

About Test Preparation Services
Preparation for UExcel® exams and Excelsior College® Examinations, though based on independent study, is supported by Excelsior College with a comprehensive set of exam learning resources and services designed to help you succeed. These learning resources are prepared by Excelsior College so you can be assured that they are current and cover the content you are expected to master for the exams. These resources, and your desire to learn, are usually all that you will need to succeed.

There are test-preparation companies that will offer to help you study for our examinations. Some may imply a relationship with Excelsior College and/or make claims that their products and services are all that you need to prepare for our examinations.

Excelsior College is not affiliated with any test preparation firm and does not endorse the products or services of these companies. No test preparation vendor is authorized to provide admissions counseling or academic advising services, or to collect any payments, on behalf of Excelsior College. Excelsior College does not send authorized representatives to a student’s home nor does it review the materials provided by test preparation companies for content or compatibility with Excelsior College examinations.

To help you become a well-informed consumer, we suggest that before you make any purchase decision regarding study materials provided by organizations other than Excelsior College, you consider the points outlined on our website at www.excelsior.edu/testprep.

Preparing for This Exam

Prior Knowledge
A knowledge of the principles of management is assumed.

Using the Content Outline
Each content area in the outline includes (1) the recommended minimum hours of study to devote to that content area and (2) the most important sections of the recommended resources for that area. These annotations are not intended to be comprehensive. You may need to refer to other chapters in the recommended textbooks. Chapter numbers and titles may differ in other editions.

This content outline contains examples of the types of information you should study. Although these examples are numerous, do not assume that everything on the exam will come from these examples. Conversely, do not expect that every detail you study will appear on the exam. Any exam is only a broad sample of all the questions that could be asked about the subject matter.

Using the Sample Questions and Rationales
Each content guide provides sample questions to illustrate those typically found on the exam. These questions are intended to give you an idea of the level of knowledge expected and the way questions are typically phrased. The sample questions do not sample the entire content of the exam and are not intended to serve as an entire practice test.
Recommended Resources for the UExcel Exam in Organizational Behavior

The resources and materials listed below were used by the examination development committee to verify all the questions on the exam. Excelsior College recommends you use these resources as the most appropriate information when ordering textbooks from the college’s bookstore (see page 1 of this content guide). You should allow ample time to obtain resources and to study sufficiently before taking the exam, so plan appropriately and systematically.

A word about textbook editions: Textbook editions listed in the UExcel content guides may not be the same as those listed in the bookstore. Textbook editions may not exactly match up in terms of table of contents and organization, depending upon the edition. However, our team of exam developers checks exam content against every new textbook edition to verify that all subject areas tested in the exam are still adequately available in the study materials. If needed, exam developers will list supplemental resources to ensure that all topics in the exam are still sufficiently covered. Public libraries may have the textbooks you need, or may be able to obtain them for you through interlibrary loan to reduce textbook costs. You may also consider financial aid, if you qualify, to further help defray the steep cost of textbooks. A section on OER has been included in this guide to help you locate additional resources to augment your study.

Textbooks

These textbooks were used by the examination development committee to verify all questions on the exam. These study materials may be purchased from the Excelsior College Bookstore.

www.excelsior.edu/bookstore


These study materials may be purchased from the Excelsior College Bookstore.

Reducing Textbook Costs

Many students know it is less expensive to buy a used textbook, and buying a previous edition is also an option. The Excelsior College bookstore includes a buyback feature and a used book marketplace, as well as the ability to rent digital versions of textbooks for as long as students need them. Students are encouraged to explore these and the many other opportunities available online to help defray textbook costs.

A Word About Open Educational Resources

Open educational resources (OER) are educational materials available for study at no cost on the Web. Some OER are available for anyone to access any time. Others, such as Massive Open Online Courses (MOOCs), require sign-up and are only available during certain windows. Please note that some MOOC providers offer certificates of completion or other products or services for a fee. No MOOC or other OER is a complete substitute for the content guide and officially Recommended Resources listed here in this content guide. However, by definition, MOOCs are essentially free of charge and include access to a main body of learning materials that may help you in your learning.

Being an independent learner preparing for credit by exam, you may not need any of the fee-based options that are offered elsewhere online. But if you are looking for a coherent academic course for self-study, lectures on specific topics, or audio or visual materials that fit your learning style better than print materials alone, a MOOC or other type of OER may be your answer. Keep in mind that none of these OER were designed by Excelsior, nor are they guaranteed to match the exam content outlines completely. They are simply another tool available in your study kit.

We highly encourage using the Recommended Resources. In the content outline, you will see that the topics in the exam are referenced to specific portions of recommended textbooks. Using OER alone will not ensure you’ve completely covered the content in the exam, or it may not cover some topics in sufficient-enough depth without the use of the formal, recommended textbooks.

If the OER course you choose does not include a textbook for reference and you do not have significant practical theory-based experience in the field of study,
use a college textbook to ensure adequate preparation for the exam, and use the exam’s content outline as a guide.

Combined with comparable college textbooks, OER provides you with a variety of choices in knowledge sources and learning experiences, to enhance your understanding of the subject matter.

**Choosing Open Educational Resources**

Most sites for university-based OER can be searched through www.ocwconsortium.org and/or www.oercommons.org.

Sites that specialize in Web courses designed by college professors under contract with the website sponsor, rather than in Web versions of existing college courses, include:

- www.education-portal.com
- www.opencourselibrary.org (abbreviated as OCL)

We have included specific courses that cover material for one or more UExcel® exams from the sites in the listings above. It’s worth checking these sites frequently to see if new courses have been added that may be more appropriate or may cover an exam topic not currently listed.

In addition, sites like Khan Academy (www.khanacademy.com) and iTunes U feature relatively brief lessons on very specific topics rather than full courses. Full courses are also available on iTunes U (http://www.apple.com/education/ipad/itunes-u/).

We have chosen a few courses and collections for this listing.

**Other Online Resources**

This section of the OER Guide is provided to allow learners to independently search for resources. Send an e-mail to OER@excelsior.edu if you have questions about a resource’s credibility.

**Open Online Textbooks**

Boundless open textbooks
  [https://www.boundless.com/open-textbooks/](https://www.boundless.com/open-textbooks/)

BookBoon

Flatworld Knowledge

**College Readiness**

Khan Academy

Hippocampus
  [http://www.hippocampus.org/](http://www.hippocampus.org/)

Open Course Library

**Study Aids**

Education Portal

Khan Academy

Annenberg Learner

OpenCourseWare

OER Commons

Open Course Library
General Description of the Examination

The UExcel Organizational Behavior examination is based on material typically taught in a one-semester, three-credit, upper-level course in organizational behavior, usually taken in the junior or senior year of a business administration program. The content of the examination corresponds to course offerings such as Behavior in Organizations, Management and Organizations, or Human Relations in Organizations.

The examination measures knowledge of facts and terminology, an understanding of basic concepts and theories or individual, group, and organizational processes and structure, and the ability to apply this knowledge and understanding to typical business situations, integrating global, technological, cultural, and diversity issues.

Those beginning to study for this exam should have a basic knowledge of management principles.

Learning Outcomes

After you have successfully worked your way through the recommended study materials, you should be able to demonstrate the following learning outcomes:

1. Define organizational behavior and identify the contributions made to the field by major behavioral science disciplines.
2. Define ability, learning, behavior, personality, emotion, attitude, value, and ethics as they relate to organizational behavior.
3. Explain how perception affects the decision making process.
4. Outline the motivation process and define factors that increase performance.
5. Describe the strengths and weaknesses of decision making models.
6. Define the ethical decision making criteria of utilitarianism, rights, and justice.
7. Define the benefits and challenges of managing workforce diversity.
8. Describe the communication process and identify common barriers to effective communication.
9. Explain the foundations of group behavior and discuss the differences between groups and teams and between leaders and managers.
10. Outline several leadership models.
11. Differentiate among the traditional, human relations, and interactionist views of conflict.
12. Explain the characteristics and behavioral implications of different organizational designs.

13. Define the common characteristics making up organizational culture and their functional and dysfunctional effects on people and the organization.

14. Discuss the organizational change process.

Content Outline

The content outline describes the various areas of the test, similar to the way a syllabus outlines a course. To fully prepare requires self-direction and discipline. Study involves careful reading, reflection, and systematic review.

The major content areas on the Organizational Behavior examination, the percent of the examination, and the hours to devote to each content area are listed below.

<table>
<thead>
<tr>
<th>Content Area</th>
<th>Percent of the Examination</th>
<th>Hours of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Organizational Behavior, the Individual, and Workforce Diversity</td>
<td>40%</td>
<td>54</td>
</tr>
<tr>
<td>II. Interpersonal Processes and the Group</td>
<td>35%</td>
<td>47</td>
</tr>
<tr>
<td>III. Organizational Processes and Structure</td>
<td>25%</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

**NOTE:** Occasionally, examples will be listed for a content topic to help clarify that topic. However, the content of the examination is not limited to the specific examples given.

I. Organizational Behavior, the Individual, and Workforce Diversity

40 PERCENT OF EXAM | 54 HOURS OF STUDY

Nelson & Quick (2013)

Part 2, Individual Processes and Behavior

Appendix A, A Brief Historical Perspective

Appendix B, How Do We Know What We Know about Organizational Behavior?

Robbins (2015)

Chapter 1, What Is Organizational Behavior?

Part 2, The Individual

Appendix A, Research in Organizational Behavior

A. An introduction to organizational behavior (OB)

1. What is the field of organizational behavior?
   a. Relationship with the social sciences
   b. The organizational context
2. Organizational behavior: past, present, and future
   a. Evolution of organizational behavior
   b. Globalization
   c. Diversity/intercultural aspects
   d. Managing technological innovation
   e. Managing ethical issues
3. Developing theory and research methodology in organizational behavior

   B. Foundations of individual behavior
   1. Biographical/demographical characteristics of diversity
   2. Ability/competency
      a. Physical
      b. Intellectual
   3. Personality
      a. Theories
      b. Determinants
         1) Heredity
         2) Environment
         3) Situation
      c. Characteristics and traits
      d. Personality and culture
      e. Assessment instruments
   4. Emotions
      a. Felt versus displayed
      b. Gender and emotions
      c. External constraints

   C. Attitudes, values, and ethics
   1. Attitude formation
      a. Affective
      b. Behavioral
      c. Cognitive (cognitive dissonance)
   2. Attitudes and behavior
   3. Work attitudes
      a. Job satisfaction
      b. Commitment
      c. Organizational citizenship behavior
   4. Types of values (for example: terminal, instrumental, dominant, and cultural)
   5. Attitudes and values across cultures
   6. Values and ethical behavior

   D. Perception and attribution
   1. Factors influencing perception
      a. Perceiver
      b. Perceived (target)
      c. Setting (situation)
   2. Factors distorting perception
   3. Impression management
   4. Attribution theory
      a. Internal attribution
      b. External attribution
      c. Attributional biases

   E. Learning
   1. Classical conditioning
   2. Operant conditioning
   3. Shaping (reinforcement, punishment, and extinction)
   4. Social learning theory
   5. Continuous learning

   F. Motivation
   1. Definition and concept
   2. Content (endogenous)
      a. Need theories (Maslow, McClelland, Alderfer)
      b. Motivation-hygiene theory/two-factor theory (Herzberg)
   3. Process (exogenous)
      a. Expectancy theory (Vroom)
      b. Equity theory (Adams)
      c. Cognitive evaluation theory
      d. Goal-setting theory (Locke & Latham)
      e. Reinforcement theory
   4. From theory to application
      a. Theory X and Theory Y (McGregor)
      b. Management by objectives (MBO)
c. Behavior modification
d. Rewarding performance/Performance-based compensation
e. Employee involvement programs

G. Individual decision-making models and applications
1. Rational/optimizing
2. Bounded rationality/satisficing
3. Intuitive
4. Normative decision making/leader participation model (Vroom-Yetton)
5. Ethical decision making
6. Cultural and national decision making

H. Workforce diversity
1. Cultural diversity
2. Gender diversity
3. Age diversity
4. Ability diversity
5. Managing workforce diversity: benefits and challenges

I. Stress and well-being in the workplace
1. Definition of stress
2. Sources of stress
3. Consequences of stress
4. Stress management

II. Interpersonal Processes and the Group

Nelson & Quick
Part 3, Interpersonal Processes and Behavior

Robbins
Part 3, The Group

A. Interpersonal, group, and organizational communication
1. Communication process/model/channels
   a. Individual
   b. Group
   c. Organizational

2. Direction of communication
   a. Upward
   b. Downward
   c. Lateral

3. Interpersonal communication

4. Types and methods
   a. Formal/informal
   b. Verbal/nonverbal
   c. Technology-aided communication
   d. Cross-cultural

5. Barriers to communication
   a. Filtering
   b. Selective perception
   c. Overload
   d. Defensiveness
   e. Language, culture, and diversity
   f. Physical separation

6. Effective communication

7. Effective listening

8. Overcoming barriers

9. Communication networks

B. Groups and work teams

1. Definition and theories of group formation
   a. Five-stage model (Tuckman)
   b. Punctuated equilibrium/alternative model for temporary groups with deadlines

2. Characteristics of groups
   a. Defining and classifying groups
   b. Composition and diversity
   c. Status
   d. Size

3. Norms

4. Roles

5. Cohesiveness

C. Group dynamics/processes
1. Group member resources
   a. Knowledge
   b. Skills
   c. Abilities

2. Group maintenance

3. Effects of groups on individuals
   a. Social loafing
   b. Loss of individuality
   c. Social facilitation
   d. Groupthink/groupshift and conformity
   e. Polarization
   f. Synergy

4. Work teams
   a. Autonomous/self-managed teams
   b. Cross functional teams
   c. Quality circles
   d. Virtual teams
   e. Multicultural teams
   f. Task forces/groups
   g. Informal teams/groups

5. Group decision making
   a. Types of decisions
      1) Formal/informal
      2) Programmed/non-programmed
   b. Advantages
   c. Disadvantages
   d. Techniques
      1) Brainstorming
      2) Delphi technique
      3) Nominal group technique
      4) Devil’s advocacy
   e. Feedback and evaluation
   f. Technological aids to decision making
   g. Cultural considerations
   h. Ethical considerations

D. Leadership

1. Leaders vs. managers
2. Trait theories
3. Behavioral theories
   a. Ohio State studies
   b. University of Michigan studies
   c. Managerial grid (Blake and Mouton)
4. Contingency theories
   a. Fiedler’s contingency model
   b. Situational (Hersey-Blanchard)
   c. Path-goal (House)
   d. Leader participation model/normative decision making (Vroom-Yetton)
   e. Leader-member exchange (Graen & Uhl-Bien)
5. Contemporary theories and issues
   a. Attributional leadership
   b. Transformational vs. transactional
   c. Substitutes/neutralizers for leadership
   d. Charismatic leadership
   e. Followership
   f. Emotional intelligence (EI)
   g. Visionary leadership
   h. Servant leadership
   i. Moral leadership
   j. Cross-cultural leadership
   k. Trust and leadership

E. Power, influence, and politics

1. Definitions and concepts (authority, power, and influence)
2. Bases of power
   a. Personal
      1) Referent/charismatic
      2) Expert
   b. Positional
      1) Reward
      2) Coercive
III. Organizational Processes and Structure

25 PERCENT OF EXAM  |  34 HOURS OF STUDY

Nelson & Quick  
Part 4, Organizational Processes and Structure

Robbins  
Part 4, The Organization System

A. Organizational design/structure
   1. Classical principles (for example: division of labor, span of control)
   2. Structural models and types
   3. Organizational design and structure
      a. Organizational design processes
      b. Contextual variables
      c. Forces reshaping design and structure
   4. Job design
      a. Traditional approaches
         1) Scientific management (Frederick W. Taylor)
         2) Job enlargement/rotation
         3) Job enrichment
         4) Job characteristics theory (JCT) (Hackman and Oldham)
      b. Alternative approaches
         1) Social information processes
         2) Interdisciplinary approach
         3) International perspectives on the design of work
         4) Work design and well being
      c. Contemporary issues
         1) Team-based work design
         2) Telecommuting (e-organization)
         3) Alternative work patterns
         4) Continuous improvement processes and reengineering
B. Organizational culture
1. Characteristics and determinants
2. Learning, maintaining, and sustaining organizational culture
   a. Employee selection
   b. Employee orientation
   c. Socialization process
   d. Employee development
3. Assessing organizational culture
4. Creating an ethical organizational culture
5. Creating customer-responsive culture
6. Spirituality and culture

C. Organizational change (organizational development)
1. Definitions and concepts (for example: Lewin’s Change Model)
2. Forces for change
3. Resistance to change
4. Models for managing change
5. Organizational development interventions
6. Contemporary change issues
   a. Innovation
   b. Learning organizations
   c. Knowledge management
   d. Culture-bound change
7. Ethical considerations

D. Career management
1. Careers as joint responsibility
   a. Occupational choice
   b. Realistic job previews
2. Career development
3. Career stage model
   a. Establishment (including psychological contracts)
   b. Advancement
   c. Maintenance
   d. Withdrawal

E. Integrating individuals, groups, and organizations
1. Global organizational behavior
2. Improving organizational quality
3. Social responsibility/ethics
4. Technology and human behavior
Sample Questions

The sample questions give you an idea of the level of knowledge expected in the exam and how questions are typically phrased. They are not representative of the entire content of the exam and are not intended to serve as a practice test.

Rationales for the questions can be found on pages 17–21 of this guide. In that section, the correct answer is identified and each answer is explained. The number in parentheses at the beginning of each rationale refers to the corresponding section of the content outline. For any questions you answer incorrectly, return to that section of the content outline for further study.

1. A study examining the effect of job satisfaction on employee attendance determined that employees with high job satisfaction came to work during snowstorms, while employees with low job satisfaction stayed home during snowstorms. In this example, which type of variable is job satisfaction?
   1) confounding
   2) dependent
   3) independent
   4) moderating

2. An organization is about to relocate part of its operation and expects opposition from many of its employees. In the planned information session, what should management share with employees to promote acceptance of the relocation?
   1) only the positive aspects of the move
   2) only the negative aspects of move
   3) both the positive and negative aspects of moving
   4) the actual details and the logistics of the move

3. A supervisor makes attributions on the basis of how well an employee performs. Which form of information processing is the supervisor using to make attributions?
   1) consensus
   2) consistency
   3) distinctiveness
   4) stereotyping
BASE YOUR ANSWERS TO QUESTIONS 4–7 ON THE FOLLOWING INFORMATION:

Williamson owns a polystyrene recycling business. She employs 10 machine operators, two material handlers, and a truck driver who transports polystyrene. Williamson knows that her business success is tied to the productivity of the machine operators.

Two months ago, Williamson made several organizational changes in an attempt to motivate the machine operators. First, she expanded the scope of their jobs by assigning them additional tasks. Second, she changed their pay system from an hourly wage to a piece-rate schedule. Third, she implemented a performance goal system that increased the production target by 20 percent.

Two months later, the productivity of the machine operators has increased by only 5 percent. All the machine operators are upset because they feel that they are not being paid for all the work they perform. Some machine operators are angry because they are actually making less money than they did before. The truck driver and the material handlers are upset because their hourly wage system did not change. They feel they are now working harder for the same pay. Finally, Williamson is upset because productivity has not increased as planned.

4. Which component of goal-setting theory best accounts for the failure of Williamson’s performance goal?
   1) goal acceptance
   2) goal difficulty
   3) goal specificity
   4) self-efficacy

5. From an equity point of view, the complaints of the truck driver and the material handlers seem to be concerned with procedural justice. Which action should Williamson take to eliminate the inequity for these three workers?
   1) Eliminate their performance goal.
   2) Increase their hourly wage by 5 percent.
   3) Develop a piece-rate system for them.
   4) Assign additional duties to the machine operators.

6. If Williamson wants to continue using the new piece-rate system, what should she do to address the complaints of those machine operators who are now making less money?
   1) Demonstrate that a pay-for-performance system does not guarantee that everyone will make more money.
   2) Increase the piece-rate amount by 5 percent to compensate for the relatively small increase in performance.
   3) Adjust the performance goal from a 20 percent increase in production to a 10 percent increase.
   4) Realign the performance goals to be consistent with previous production levels and wages.

7. What belief regarding compensation may have led Williamson to implement a pay-for-performance compensation system?
   Compensation systems
   1) should guarantee a consistent income.
   2) should guarantee a flexible benefits package.
   3) oriented toward individuals are generally the most effective.
   4) with a group incentive plan require that employees trust each other.

8. Which communication medium has the highest information capacity?
   1) bulletin
   2) electronic mail
   3) letter
   4) memorandum

9. Which type of communication network is most effective in ensuring group member satisfaction in small formal groups?
   1) all-channel
   2) formal chain
   3) grapevine
   4) wheel

10. Which group function is a maintenance role?
    1) taking charge and setting goals
    2) communicating information to outsiders
    3) gathering information for decisions
    4) supporting group members
11. A manager is involved in a participative decision-making process with employees. Which step could the manager take to reduce the potential for groupthink?

1) State a position clearly before the group makes a decision.
2) Encourage group members to reach consensus as quickly as possible.
3) Ask group members to avoid reexamining decision alternatives.
4) Encourage group members to voice objections about the group's course of action.

12. The executive council of a youth organization votes to invest all surplus funds in an aggressive venture involving some risk. A poll of the individual council members following the vote reveals that each member had originally planned to vote to invest the funds in a conservative, less risky mutual fund. The voting behavior at the council meeting illustrates which phenomenon?

1) groupshift
2) group cohesiveness
3) involvement
4) social facilitation

13. Which is an important aspect of quality circles?

1) involving the entire organization in the change process
2) focusing on customer satisfaction and process improvement
3) incorporating upper management participation in the change process
4) empowering employees to solve problems in their area of responsibility

14. What do research results indicate regarding the trait approach to explaining predictors of leadership?

1) Physical traits distinguish leaders from followers.
2) Some traits predict leadership and are present in all leaders.
3) Some traits predict leadership but these predictions are not consistent.
4) Certain traits differentiate effective leaders from ineffective leaders.

15. A supervisor is in charge of a work team whose members have considerable ability and willingness to perform their jobs. According to Hersey and Blanchard's situational theory, which leader behavior is most appropriate for the supervisor?

1) low concern for relationship and low concern for task
2) low concern for relationship and high concern for task
3) high concern for relationship and low concern for task
4) high concern for relationship and high concern for task

16. Which leadership theory defines a leader as one who enhances follower motivation so that followers experience need gratification?

1) Graen's leader-member exchange theory
2) Hersey and Blanchard's situational theory
3) Fiedler contingency theory
4) House's path-goal theory

17. Which organizational design is characterized by standardization?

1) adhocracy
2) bureaucracy
3) matrix structure
4) simple structure

18. A corporation has a program that enables managers to present certificates to employees who achieve the highest sales record in the unit. This program exemplifies which level of culture?

1) artifacts
2) basic assumptions
3) socialization
4) latent

19. Action research is comprised of which activities?

1) systematic study of employee behavior on a case-by-case basis
2) executive actions needed to solve organizational problems
3) collection and analysis of data for systematic change in the organization
4) systematic study of opportunities and threats in the organizational environment
20. A customer service department manager schedules weekly staff meetings as a way to exchange pertinent information with department employees. One employee is very hesitant about disagreeing with the manager during meetings. According to Hofstede, which cultural dimension could explain the employee’s behavior?

1) individualism
2) power distance
3) quantity orientation
4) uncertainty avoidance

21. Which activity is not consistent with a reengineering approach to work processes?

1) identifying the organization’s distinctive competencies
2) using computers to automate outdated processes
3) assessing the organization’s core processes
4) reorganizing horizontally by process
**SECTIO NF OURE**

**Rationales**

1.(IA3)

1) A confounding variable varies systematically with the independent variable. There is no confounding variable in this study.

2) A dependent variable is the response affected by the independent variable. The dependent variable in this study is attendance.

*3) An independent variable affects the dependent variable and causes a change in it. The independent variable in this study is job satisfaction which affected employees’ attendance during snowstorms.

4) A moderating variable is considered a contingency factor. There is no contingency variable in this study.

2.(IIIC3)

1) When facing opposition, presenting only one side of an issue is less effective than presenting both sides.

2) As stated for 1) above, when facing opposition, presenting only one side of an issue is less effective than presenting both sides, particularly if presenting only the negative aspects of an issue.

*3) By promoting the positive aspects of the issue while acknowledging that there are negative aspects, management will be more successful in changing employee attitudes.

4) In order to successfully implement the change, employees should be informed of both positive and negative aspects, not just the facts about when and where the move will take place.

3.(ID4)

1) Consensus compares a person’s behavior with the behavior of others faced with the same circumstances. This supervisor did not compare the person with others.

*2) Consistency refers to the particular behavior of one person over time. This supervisor is focusing on the consistency of one employee’s performance over time.

3) Distinctiveness refers to determining whether a person behaves in the same way in different situations. This supervisor is focusing on the employee’s performance, not on the situation.

4) Stereotyping involves making judgments based on a person’s membership in a group. There is no evidence of stereotyping by this supervisor.

4.(IF3d)

*1) Employees’ ability to perform and their acceptance of the goals are prerequisites to the achievement of high-standard goals. There is no evidence that the goal has been accepted by employees and some evidence that the goal is resented; therefore, the goal acceptance appears to be the problem.

2) Difficult goals will lead to a higher performance, but only when they are accepted by employees.

3) Goals must be specific. The goal to increase production by 20 percent was specific so it was not a factor in the failure of Williamson’s performance goal.

4) The failure of Williamson’s performance goal was not related to her employees’ belief in their capabilities to perform, since at one point their performance increased by 5 percent.

*correct answer
5.(IF3b)
1) The performance goal system was not implemented for the truck driver.
2) Increasing their hourly wage by 5 percent does not address the employees’ concern for procedural justice, the fairness of the process of distributing rewards.

*3) Developing a piece-rate system for them is relevant to the employees’ concern for procedural justice, the fairness of the process of distributing rewards.

4) Assigning additional duties to the machine operators will not change the process that Williamson is using to determine the distribution of rewards to the truck driver. Adding additional duties will only increase the machine operators’ perception that the system is unfair since they believe they are not being paid for all the work they already perform.

6.(IF3b)
1) Demonstrating that a pay-for-performance system will not guarantee that everyone will make more money does not address the machine operators’ complaints about the system.
2) An increase in the piece-rate amount by 5 percent for the small increase in performance does not guarantee that the machine operators will make as much as they did before.
3) Adjusting the performance goal from a 20 percent increase to a 10 percent increase will not guarantee that the machine operators will make as much as they did before.

*4) Increasing the probability that all operators will make at least as much money as they did before will greatly increase the acceptance of the system. If the machine operators earn at least as much as they did before, they will have far fewer objections to the system.

7.(IF4d)
1) Pay-for-performance systems do not guarantee a consistent income.
2) Pay-for-performance systems are generally unrelated to the benefits package.

*3) It is a widely held belief that compensation systems which are oriented toward individuals are most effective.
4) The pay-for-performance plan that was implemented was an individual plan, not a group plan.

8.(IIA1c & IIA4)
1) A bulletin is an example of an impersonal medium and has the lowest channel richness.

*2) Of the communication mediums listed, electronic mail has the highest channel richness.
3) A letter has lower channel richness than electronic mail.
4) A memorandum has lower channel richness than electronic mail.

9.(IIA6)
*1) An all-channel network that allows all group members to actively communicate with each other leads to a high level of satisfaction among the members.
2) A formal chain network in which members must rigidly follow the formal chain of command leads to a moderate level of member satisfaction.
3) A grapevine is not a formal communication network.
4) In a wheel network, the leader acts as the central conduit for all the group’s communication and member satisfaction is not as high as in all-channel network.
10.(IIIC2)
1) Taking charge and setting goals is a thruster-organizer role.
2) Communicating information to outsiders is a role of an explorer-promoter.
3) Gathering information for decisions is the role of a reporter-advisor.
*4) **Supporting group members is a typical role of an upholder-maintainer.**

11.(IIIC3d)
1) Stating a position clearly before the group makes a decision will increase the likelihood of groupthink because group members will be reluctant to disagree with a manager.
2) Encouraging group members to reach consensus as quickly as possible will increase the likelihood of groupthink by not taking the time to fully explore alternatives.
3) Asking group members to avoid reexamining alternatives to decisions will increase the likelihood of groupthink by not allowing for a realistic appraisal of the alternatives.
*4) **Encouraging group members to voice objections about the group’s course of action will decrease the likelihood of groupthink by allowing the group to fully explore alternatives to a course of action.**

12.(IIIC3d)
*1) The voting behavior of the council members is an example of groupshift. Groupshift is a shift from the direction the group originally favored to a more extreme position.
2) Cohesiveness refers to how attracted members are to each other and how motivated they are to stay in the group.
3) The degree of involvement of the group members is not discussed in this question.
4) Social facilitation refers to the effect that the presence of others has on an individual’s performance on a task.

13.(IIIC4c)
1) Quality circle programs do not involve the entire organization.
2) Although quality circle programs may eventually result in higher customer satisfaction, their primary focus is not customer satisfaction.
3) Upper management is not a direct participant in a typical quality circle program.
*4) **Empowering employees to solve problems in their area of responsibility is central to a quality circle. A typical quality circle program provides employees with opportunities to become involved and share the responsibility for identifying, reviewing, and recommending appropriate solutions for quality problems.**

14.(IID2)
1) Research has not indicated that physical traits can distinguish leaders from nonleaders.
2) Research has not identified a set of traits common to all leaders.
*3) **Research indicates that although there are some unique traits that contribute to effective leadership, these traits will not be found in all leaders on a consistent basis.**
4) Research has not differentiated the traits of effective leaders from the traits of ineffective leaders.
15.(IIID4b)

1) When followers are able and willing to perform their jobs, delegating is the most effective leadership style because it shows low concern with the task and with the relationship, because the followers accept responsibility and need very little guidance.

2) When followers are unable but are willing to perform their jobs, selling is the most effective leadership style because it shows high concern with the task and with the relationship.

3) When followers are unable and unwilling to perform their jobs, telling is the most effective leadership style because it shows high concern with task and low concern with the relationship.

4) When followers are able but unwilling to perform their jobs, participating is the most effective leadership style because it shows low concern with task but high concern with the relationship.

16.(IIID4c)

1) Graen’s leader-member exchange theory focuses on the in-groups and out-groups that form between leaders and their subordinates.

2) Hersey and Blanchard’s situational theory focuses on the follower’s readiness.

3) Fiedler’s contingency theory focuses on the match between a leader’s style and the degree of situational favorableness.

4) House’s path-goal theory focuses on the extent that a leader’s behavior motivates effective performance based on subordinate need satisfaction.

17.(IIIA2)

1) An adhocracy has little formalization and authority is decentralized.

2) A bureaucracy is characterized by standardization. It is departmentalized and formalized. Authority and decision making are centralized.

3) A matrix structure combines functional and product departmentalization and has much less standardization than a bureaucracy.

4) A simple structure is a flat organization without the many layers of a bureaucracy.

18.(IIIB1)

1) Ceremonies that are used to recognize employees whose performance and behavior is consistent with corporate mission and values are considered the artifact of the organization’s culture. Artifacts are the most tangible form of a work environment’s culture.

2) Basic assumptions are the unspoken underlying tenets of the organization’s culture.

3) Socialization is a process in which new employees are transformed from outsiders to accepted members of the organization.

4) Latent refers to factors or items that exist, but are not visible within the organization’s culture.

19.(IIIC1)

1) The systematic study of employee behavior on a case-by-case basis is not associated with action research.

2) Executive actions that are needed to solve organizational problems are unrelated to action research.

3) Collection and analysis of data for the purpose of organizational change are the fundamentals of action research.

4) The systematic study of opportunities and threats in the organizational environment describes a SWOT analysis, which is typically part of strategic planning.
20. (IA2c & IH1)

1) Individualism refers to the extent to which people concentrate on caring for themselves and their immediate family.

*2) According to Hofstede, employees with high power distance show a great deal of respect for authority and are less likely to disagree with an authority figure.

3) Quality orientation emphasizes assertiveness. Assertive people are comfortable expressing their disagreements with others.

4) Uncertainty avoidance deals with the extent to which people feel threatened by uncertain and ambiguous situations.

21. (IIIA4c)

1) Identifying the organization’s distinctive competencies is one of the important aspects of reengineering.

*2) Reengineering means completely breaking a process or system down and designing a new and better version. By automating an outdated process, the process will remain the same.

3) Assessing the organization’s core processes is an important aspect of reengineering.

4) Reorganizing horizontally by process is an important aspect of reengineering.
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