



**FIRST SEMESTER MCOM  
ORGANISATIONAL THEORY AND BEHAVIOUR**

**MULTIPLE CHOICE QUESTIONS**

1. The model(s) of Organizational Behaviour is (are):

- (A) Autocratic                      (B) Custodial  
(C) Supportive                      (D) All of the above

2. Fundamental concepts of Organizational Behaviour revolve around:

- (A) The nature of human beings                      (B) The working of human beings  
(C) Both 'A' and 'B'                      (D) None of the above

3. Theory Y includes :-

- A). In general, for most people, the exercise of physical and mental effort in work and play is as natural in play or rest  
B). Man will exercise self control in those spheres where the objectives tally with his own  
C). The capacity for developing and utilising their capacities, knowledge and skill does exist in people  
D). All of the above

4. In Vroom's Expectancy theory, Expectancy indicates

- A). Probability of achieving that outcome  
B). Advancement  
C). Award  
D). Accounting

5. Which of these approaches argues that there is no single best way to manage behaviour?

- A). Hawthorne  
B). Scientific Management  
C). The cornerstone skill  
D). Contingency

6. The \_\_\_\_\_ leadership style is an expression of the leader's trust in the abilities of his subordinates.

- (A) Participative                      (B) Delegative

- (C) Authoritarian                      (D) All of the above





7. Work attitudes can be reflected in an organization through:
- (A) Job satisfaction                      (B) Organizational commitment
- (C) Both 'A' and 'B'                      (D) None of the above
8. Feature(s) of Maslow's need hierarchy theory is (are):
- (A) Theory of human motives                      (B) Classifies basic human needs in a hierarchy
- (C) Theory of human motivation                      (D) All of the above
9. Attitude is:-
- (A) Tendency to react positively                      (B) Tendency to react negatively
- (C) Tendency to react in a certain way                      (D) All of the above
10. What is the other name for vertical job loading?
- (A) Job analysis                      (B) Job enrichment
- (C) Job evaluation                      (D) Job enlargement
11. The approaches to organisational changes are:
- (A) Structural approach                      (B) Value centered approach
- (C) Technological approach                      (D) All of these
12. Who is the developer of 'Two Factors theory' of Motivation?
- (A) Herzberg                      (B) Lawless David. J.
- (C) Maslow                      (D) Porter
13. Hygiene factors related to the work context includes:-
- (A) Relations with supervisor                      (B) Supervision
- (C) Company policy and administration                      (D) All of these
14. The expectancy theory of motivation was developed by :-
- (A) Alfred                      (B) Victor H Vroom
- (C) Robins                      (D) Maslow
15. The OB subject of "perception" has been most influenced by which behavioural science discipline?
- (A) Social psychology                      (B) Psychology
- (C) Political science                      (D) Anthropology



16. Learning can be in the form of:-

- (A) Stimulus (B) Motivation  
(C) Objective oriented (D) All of these

17.----- is recognised as father of "Human relation"

- (A) William Gilbreth (B) Elton Mayo  
(C) Henry Fayol (D) F W Taylor

18.----- explains how and why people react when they feel unfairly treated.

- (A) Equity theory (B) Expectancy theory  
(C) Goal attainment theory (D) Goal setting theory

19. In Vroom's Expectancy Theory, Valence means :-

- (A) Strength of an individual's preference for a particular outcome (B) Salary  
(C) Supervision (D) Knowledge of planning

20. As per Robbins, the scope of organisation behaviour consists :-

- (A) Learning (B) Leadership behaviour and power  
(C) Motivation (D) All of these

21. The process of using an established relationship between a stimulus and response to bring out the learning of the same response to a different stimulus is called.

- A) Operant conditioning B) Cognitive conditioning  
C) Classical conditioning D) Reasoning

22. Ability of a person to look at things or problems from another person's point of view is known as :-

- (A) Objectivity (B) Skills  
(C) Empathy (D) Attitude

23. A hindrance accruing in the communication process due to language related problems is known as:

- (A) Semantic barrier (B) Ego state  
(C) Prejudice (D) Information overload

24. Adding higher level responsibility with an existing job position is known as:-

- (A) Job enrichment (B) Job rating  
(C) Job enlargement (D) Job simplification





25. T-group training is otherwise called:-

- (A)Vestibule training                      (B)Sensitivity training  
(C)Class room training                      (D)On the job training

26. In Alderfer's theory ,R relates to:

- (A)Relatedness                      (B)Responsible  
(C)Respectfulness                      (D)None of these

27. Which of the following is not a motivator as per Two factor theory of motivation?

- ( A)Growth                      ( B)Recognition  
(C)Salary                      (D)Advancement

28.A system which reacts to its environment for improving its functioning is called:-

- (A)Adaptive system                      (B)Closed system  
(C)Conceptual system                      (D)Natural system

29.Horizontal loading of additional responsibilities in the job is a feature:-

- (A)Job enrichment                      (B)Job enlargement  
(C)Job upliftment                      (D)Job simplification

30.The process of planned change designed to help organizations achieve their goals and to operate more effectively is called:-

- (A)Organisational culture                      (C)Organisational climate  
(C)Organisational development                      (D)Organisational change

31.The degree of attachment of the members of the group is known as:-

- (A)Group development                      (B)Group cohesiveness  
(C)Group dynamics                      (D)Group relationship

32. Job enrichment is the concept developed by:-

- (A)Peter F Drucker (B)F W Taylor  
(C)Frederick Herzberg                      (D)Elton Mayo

33. Which among the following is a technique of Organisational Development?

- (A)The managerial grid                      (B)Sensitivity Training  
(C)Process consultation                      (D)All of these



34. Least Preferred Co-worker (LPC) model of leadership was developed by:-

- (A) Martin Evans (B) Robert House  
(C) Henry Fayol (D) Fred E Fielder

35. The group to which a person would like to belong is known as:-

- (A) Primary Group (B) Membership Group  
(C) Reference Group (D) Task Group

36. Thematic Appreciation Test was developed by:-

- (A) Herman Rorschach (B) Henry Murray  
(C) Sigmund Freud (D) Albert Bandura

37. Acceptable standards of behaviour within a group that are shared by the group members.

- (A) Group policies (B) Group norms  
(C) Group status (D) Group dynamics

38. Which one of the following techniques are used by managers to overcome resistance to change in an organization?

- (A) Participation and Involvement (B) Negotiation and Agreement  
(C) Facilitation and Support (D) All of these

39. Who developed a three – stage model of planned change?

- (A) Herbert A Simon (B) Kurt Lewin  
(C) Vilfredo Pareto (D) Robert Owen

40. .... developed Reinforcement theory.

- (A) B F Skinner (B) Edwin Locke  
(C) McGregor (D) Alderfer.

41. The social process by which people interact face to face in small groups.

- (A) Group norms (B) Group dynamics  
(C) Group cohesiveness (D) Group synergy

42. Leaders are born, not made – which of the following theory of leadership indicate:

- (A) Traits theory (B) Situational theory  
(C) Great man theory (D) Ohio state theory

43. Which of the following is conflict resolution style?

- (A) Avoiding (B) Accommodating

- (C) Compromising

- (D) All of these  
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44. When an individual is caught between two or more positive but mutually exclusive goals, it is known as -----conflict
- A) Approach, Approach                      B) Approach, Avoidance  
C) Avoidance, Avoidance                      D) Inter personal
45. When a person learns something through observance of others, it is called -----conditioning.
- A) Classical                                      B) Operant  
C) Vicarious                                      D) None of these
46. Z theory of motivation was propounded by:
- A)Ouchi    B) Herzberg  
C)Maslow    D) McGregor
47. The leadership style of treating followers as members of a family, guiding and protecting them is:
- A)Charismatic                                      B) Paternalistic  
C) Laissez faire                                      D) Democratic
48. Which one of the following is not an organizational barrier in communication?
- A)Poor retention                                      B) Status  
C) Hierarchy    D) Rules
49. A conflict arising due to competition for resources, task interdependence, jurisdictional ambiguity and status struggle is:
- A) Organisational conflict                      B) Intra individual conflict  
C) Inter group conflict                              D) Inter personal conflict.
50. While establishing relation between Maslow's and Herzberg's theories, which needs of hierarchy theory will fall under the Hygiene Factors ?
- (A) Self actualisation, esteem and social needs      (B) Esteem, social and safety needs  
(C) Social, safety and physiological need              (D) Only social needs
51. The concept of power refers to
- (A) Defined authority and responsibility  
(B) A relative hierarchical position in an organization  
(C) The ability to influence the behaviour of others  
(D) The specialized knowledge possessed by an individual
52. Individuals such as Bill Gates and Steven Jobs lead through which type of power?
- (A) Legitimate                                      (B) Reward  
(C)Expert    D) Charismatic
53. Leadership behaviour is the sum total of :-
- (A) Character                                      (B) Traits  
(C) Manners                                      (D) Behaviour



54. Arrange the following steps in group development.
- Storming—Forming—Performing---Norming
- (A) Forming—Norming—Storming—Performing
- (B) Forming—Performing—Norming—Storming
- (C) Forming—Storming—Norming—Performing
- (D) Norming—Storming—Forming—Performing
55. Which is not a process based theory of motivation?
- (A) McClelland's theory (B) Vroom's theory
- (C) Porter Lawler theory (D) Adams equity theory
56. Good natured, Co-operative and trusting are the features of:-
- (A) Openness (B) Agreeableness
- (C) Extraversion (D) Conscientiousness
57. Some people strongly believe that each person has control of his own life. This is called:
- (A) External locus of control (B) Internal locus of control
- (C) Extraversion (D) Conscientiousness
58. In Pavlov's experiments, the bell was a/an:
- (A) Conditioned stimulus (B) Unconditioned stimulus
- (C) Conditioned response (D) Unconditioned response
59. ----- persons are likely to be most successful in the field of advertisement, sales department etc.
- (A) Openness (B) Agreeableness
- (C) Extraversion (D) Conscientiousness
60. What do we call the practice of reinforcing closer and closer approximation of a desired Behaviour?
- (A) Modeling (B) Social learning
- (C) Extraversion (D) Classical conditioning
61. Which of the following is a method of measuring attitude?
- (A) Interview (B) Survey
- (C) Scaling technique (D) All of these
62. ERG theory of motivation was developed by:
- (A) McGregor (B) Maslow
- (C) Alderfer (D) Herzberg
63. Managerial grid was developed by:
- (A) Blake and Mouton (B) Fred Fielder
- (C) Alderfer (D) B F Skinner
64. Transactional analysis was developed by:
- (A) Blake and Mouton (B) Eric Berne
- (C) Alderfer (D) B F Skinner
65. ----- power is based on identification, imitation, loyalty or charisma.
- (A) Coercive (B) Referent
- (C) Expert (D) Charismatic



66.----- is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

(A) Interpretation

(B) Perception

(C) Personality

(D) Learning

67. "Hawthorne experiment" which was a real beginning of applied research in OB was conducted by :

(A) Elton Mayo

(B) F.W. Taylor

(C) Henry Fayol

(D) Max Weber

68. Which organization theory can be understood by IF and THEN relationship :

(A) System approach

(B) Process approach

(C) Scientific approach

(D) Contingency approach

69. Organization Behavior is:

(A) An interdisciplinary approach

(B) Total system approach

(B) humanistic approach

(D) All of these

70. "Cognitive theory" of learning was given by:

(A) Skinner (B) Tolman

(C) Pavlov

(D) Morgan

71. ----- is a relatively permanent change in behavior that occurs as a result of experience.

(A) Behaviour modification

(B) Perception

(C) Personality

(D) Learning

72. Which of the following is / are included as structure of human mind.

(A) Id

(B) Ego

(C) Super ego

(D) All of these

73. ----- is largely childish, irrational, never satisfied, demanding and destructive of others.

(A) Id

(B) Ego

(C) Super ego

(D) Negative ego

74. Thematic Apperception Test (TAT) is designed to understand:-

(A) Perception of individual

(B) Learning of individual

(C) Personality of individual

(D) None of these

75. Which of the following methods is/are used to solve intergroup conflicts indirectly.

(A) Avoidance

(B) Bargaining







(C)Encouragement

(D)All of these

76. A technique to bring changes in the entire organization, rather than focusing attention on individual to bring change easily .

(A)Organisational development (B)Organisational culture

(C) Organisational change (D) Organisational conflict

77. Which of the following is NOT an important issue relating to goal-setting theory?

(A) Goalspecificity (B)Defining the goal

(C)Equity amongworkers (D)Feed back

78. What do we call it when we judge someone on the basis of our perception?

(A)Stereotyping (B)Categorizing

(C)Halo effect (D)Modeling

79. People with which type of personality trait commonly make poor decisions because they make them too fast ?

(A)Type B (B)Type A

(C)Introverts (D)Extroverts

80. Which of the following is not a trait dimension in Big 5 personality trait?

(A) Extroversion (B)Neurotism

(C)Agreeableness (D)Ego

81. If everyone who is faced with a similar situation responds in the same way, attribution theory states that the behaviour shows-----.

(A)Consensus (B)Similarity

(C)Reliability (D)Consistency

82. Concept of MBO was introduced by:

(A)Peter.F.Drucker (B)MaryParker

(C)HenryFayol (D)F W Taylor

83.----- refers to how people explain the causes of another's as their own behaviour.

(A)Personality (B)Learning

(C) Attribution (D) Perception

84. The tendency of judging people on the basis of a single trait which may be good or bad, favourable unfavourable is called-----.





- (A) Halo effect (B) Stereotyping  
(B) Projection (D) None of these

85. When we make judgement about the behaviour of other people, we have a tendency to underestimate the influence of external factors and overestimate the influence of internal factors. This is called :

- (A) The fundamental Attribution error (B) Stereotyping  
(C) Self serving bias (D) Projection

86. The term is used for the extent to which an individual displays different behaviours in different Situations.

- (A) Consensus (B) Distinctiveness  
(C) Reliability (D) Consistency

87. ----- refers to the measure of whether an individual responds the same way across time.

- (A) Consensus (B) Similarity  
(C) Reliability (D) Consistency

88. ----- occurs when a person engages in behaviour to avoid unpleasant consequences or to escape from existing unpleasant consequence.

- (A) Positive reinforcement (B) Negative reinforcement  
(C) Punishment (D) Extinction

89. An attempt to discourage a target behaviour by the application of negative outcomes whenever it is possible is known as:

- (A) Positive reinforcement (B) Negative reinforcement  
(C) Punishment (D) Extinction

90. What does consensus refer to in attribution theory?

- (A) There is general agreement about a perception.  
(B) There is general agreement about how people desire to respond to the same situation.  
(C) Different people respond the same way in the same situation.  
(D) Different people perceive a situation similarly.

91. .... is one view of reality.

- (A) Attitude (B) Perception  
(C) Outlook (D) Personality





92. Which is also known as a non-reinforcement?

(A) Positive reinforcement

(B) Negative reinforcement

(C) Punishment

(D) Extinction

93. Which of the following is a component of attitude?

(A) Affective component

(B) Cognitive component

(C) Behavioural component

(D) All of these

94. ----- model of organisational behaviour based on the philosophy that every behaviour is caused and follows cause effect relationship

(A) Autocratic

(B) Custodial

(C) Supportive

(D) S-O-B-C

95. An enduring attribute of a person that appears constantly in a variety of situations is called:

(A) Trait

(B) Culture

(C) Attitude

(D) Behaviour

96. ----- is a personality characteristic indicating one's willingness to do whatever it takes to get one's way.

(A) Machiavellianism

(B) Self efficacy

(C) Locus of control

(D) Self esteem

97. ----- is the rigidity of a person's beliefs and his or her openness to other viewpoints.

(A) Machiavellianism

(B) Authoritarianism

(C) Locus of control

(D) Dogmatism

98. ----- is the tendency of individuals, which directs them to be inward and process feeling, thoughts and ideas within themselves.

(A) Machiavellianism

(B) Introversion

(C) Locus of control

(D) Extroversion

99. ----- leadership style is characterised by low concern for both people and production.

(A) Team

(B) Impoverished

(C) Country club

(D) Mid of the road

100. ----- leadership style is characterised by low concern for people and high concern for Production.

(A) Team

(B) Impoverished

(C) Country club

(D) Produce/Perish





101. ----- leadership style is characterised by high concern for people and low concern for production.

(A)Team (B)Impoverished

(C)Country club (D)Mid of the road

102. ----- leadership style is characterised by high concern for both people and production.

(A)Team (B)Impoverished

(C)Country club (D)Produce /Perish

103. -----is manipulating and influencing others as a primary way of achieving one's goal.

(A)Machiavellianism (B)Dogmatism

(C)Locus of control (D)Extroversion

104. ----- is small groups of workers who meet regularly with their supervisor to solve work related problems.

(A)Group dynamics (B)Quality circle

(C)Group role (D)None of these

105. Which of the following processes deals with how well an individual remembers a model's action after it is no longer readily available?

(A) Attention (B)Retention

(C)Motor reproduction (D)Reinforcement

106. Organized, systematic, careful etc.. are features of:-

(A) Openness (B) Agreeableness

(C) Neuroticism (D) Conscientiousness

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

(A)Formal Organisation (B) Informal Organisation

(C)Matrix Organisation (D)Committee Organisation

108. When an individual is motivated to approach a goal which has both positive and negative characteristics, it is known as -----conflict

(A) Approach, Approach (B) Approach, Avoidance

(C) Avoidance, Avoidance (D) Inter personal

109. When an individual is faced with two negative goals and he may not choose either of them





and simply leave the situation, it is known as -----conflict

(A) Approach, Approach

(B) Approach, Avoidance

(C) Avoidance, Avoidance

(D) Inter personal

110. Which of the following is not a primary management function?

(A) Planning

(B) Organising

(C) Controlling

(D) Staffing

Q.No	ANS	Q.No	ANS	Q.No	ANS
1	D	38	D	75	A
2	C	39	B	76	A
3	D	40	A	77	C
4	A	41	B	78	A
5	D	42	C	79	B
6	A	43	D	80	D
7	B	44	A	81	A
8	D	45	C	82	A
9	D	46	A	83	C
10	B	47	B	84	A
11	D	48	A	85	A
12	A	49	C	86	B
13	D	50	C	87	D
14	B	51	C	88	B
15	B	52	C	89	C
16	D	53	B	90	C
17	B	54	C	91	B
18	A	55	A	92	D
19	A	56	B	93	D
20	D	57	B	94	D
21	C	58	A	95	A
22	C	59	C	96	A
23	A	60	A	97	D
24	C	61	D	98	B
25	B	62	C	99	B







26	A	63	A	100	D
27	C	64	B	101	C
28	A	65	B	102	A
29	B	66	B	103	A
30	C	67	A	104	B
31	B	68	D	105	B
32	C	69	D	106	D
33	D	70	B	107	B
34	D	71	D	108	B
35	C	72	D	109	C
36	B	73	A	110	D
37	B	74	C		

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