

# HM 500 – Organizational Behavior

## Exam Instructions

**Thank you for enrolling into HM 500 – Organizational Behavior . This is your online examination. Please follow these instructions:**

- Before attempting, carefully read the question text.
- Then choose the correct answer.
- Click on **“Next”** to go to the next question.
- Use the **“Next”** and **“Previous”** buttons to navigate between questions.
- Bookmark difficult questions to return to them later.
- Click the **“Submit All”** button to submit your exam for grading.
- Use the Question List in the upper left corner to view and jump to a certain question.
- Within 24-48 hours, you will receive from us via e-mail, a copy of your graded examination.

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**1.** When the organization’s goals and actions are ethical, mutuality creates a triple reward system in which what 3 objectives are met:

- A) Theory, Research and Practice
- B) Individual, organizational and social
- C) Supportive, system and holistic
- D) All of the above
- E) None of the above

**2.** Ethical leadership recognizes which principles:

- A) manipulation of people, misuse of powers
- B) quick fix, tunnel vision
- C) social responsibility, open communication, cost benefit analysis
- D) all of the above
- E) none of the above

**3.** What represents a challenging portrait of what the organization and it’s members can be – a possible and desirable future:

- A) mission
- B) values
- C) goals
- D) vision

E) none of the above

**4.** Which model of organizational behavior has caring and compassion as it's managerial orientation:

- A) autocratic
- B) custodial
- C) supportive
- D) collegial
- E) system

**5.** Which model of organizational behavior has leadership as it's basis:

- A) autocratic
- B) custodial
- C) supportive
- D) collegial
- E) system

**6.** When people receive information that is incompatible with their value system, prior decisions or other information they may have, it is called:

- A) polarized
- B) defensive reasoning
- C) cognitive dissonance
- D) face-saving
- E) none of the above

**7.** Managers that overwhelm their employees with data create:

- A) communication overload
- B) job instruction
- C) short circuiting
- D) all of the above
- E) none of the above

**8.** Guidelines for rumor control include:

- A) refute rumor with facts
- B) remove it's causes in order to prevent it
- C) deal with rumor as soon as possible
- D) provide facts from reliable sources
- E) all of the above

**9.** In a psychological contract between an employee and an organization, failure of the organization to meet the employee expectations will result in:

- A) low job satisfaction
- B) low performance
- C) possible separation
- D) all of the above
- E) none of the above

**10.** When roles are inadequately defined and substantially unknown it is called:

- A) role conflict
- B) role ambiguity
- C) role perception
- D) playing the role
- E) none of the above

**11.** The following are status symbols at work:

- A) furniture type
- B) clothes
- C) job title
- D) all of the above
- E) none of the above

**12.** This occurs when employees successfully exert influence on the social system around them at work by challenging the culture or deviating from it:

- A) organizational socialization
- B) storytelling
- C) social responsibility
- D) discrimination
- E) individualization

**13.** Factors that are not strongly motivating and called potent dissatisfiers are called:

- A) hygiene factors
- B) job content
- C) job context
- D) motivational factors
- E) fear factors

**14.** The concept that a person tends to repeat behavior that is accompanied by favorable consequences and not repeat behavior that is accompanied by unfavorable consequences is known as:

- A) law of diminishing returns
- B) the equity factor
- C) the fear factor
- D) the law of effect
- E) the ERG model

**15.** Management by objectives (MBO) is a cyclical process that may consist of:

- A) Objective setting
- B) Action planning
- C) Periodic reviews
- D) Annual evaluation
- E) All of the above

**16.** Gain sharing is also known as:

- A) skill-based pay
- B) unskilled-based pay
- C) production sharing
- D) no pay
- E) none of the above

**17.** In the Situational Leadership Model, what is the Leader's recommended leadership style for an employee with "low ability and high willingness" for work:

- A) telling (directive:low support)
- B) selling/coaching (directive:supportive)
- C) participating/supporting (supportive:low direction)
- D) delegating (low direction:low support)
- E) none of the above

**18.** Empty managerial actions constitute:

- A) Participation
- B) Jabronism
- C) Pseudoparticipation
- D) All of the above
- E) None of the above

**19.** Prerequisites for participation include:

- A) adequate time to participate
- B) potential benefits greater than costs
- C) mutual ability to communicate
- D) no feeling of threat to either party
- E) all of the above

**20.** The concept: that a job is an important part of life for many workers and consequently that job satisfaction influences the worker's general life satisfaction and vice versa is called:

- A) stability
- B) moral
- C) positive affectivity
- D) spillover effect
- E) attitude

**21.** In the performance-satisfaction-effort loop which activity determines an individual's satisfaction or dissatisfaction:

- A) performance
- B) commitment
- C) perception of equity in rewards
- D) all of the above
- E) none of the above

**22.** What policy guideline topic may an organization use related to privacy:

- A) due process
- B) relevance
- C) recency
- D) fiduciary duty
- E) all of the above

**23.** In the progressive discipline system model "Discharge for Cause" is immediately preceded by:

- A) verbal reprimand
- B) written reprimand
- C) missing the company picnic
- D) suspension for one week or longer
- E) surveillance device use

- 24.** Organizational conflicts which can be described as "wars between juvenile gangs, undermining the other to gain power and improve image" is:
- A) intergroup conflict
  - B) intrapersonal conflict
  - C) interpersonal conflict
  - D) all of the above
  - E) none of the above
- 25.** Conflict resolution strategy may include:
- A) avoiding
  - B) forcing
  - C) confronting
  - D) compromising
  - E) all of the above
- 26.** A problem associated with the informal organization is:
- A) resists change
  - B) encourages negative attitudes
  - C) develops role conflicts
  - D) leads to interpersonal and intergroup conflicts
  - E) all of the above
- 27.** The leveling effect, in group dynamics, which brings individual thinking in line with the groups' thinking is called:
- A) brainstorming
  - B) groupthink
  - C) group dysfunction
  - D) risky shift
  - E) polarization
- 28.** An organization which is: flexible and open, tasks and roles are less rigidly defined and communication is multidirectional is best described as:
- A) mechanistic
  - B) organic
  - C) dis-organic
  - D) matrix
  - E) a Dot Com

**29.** In the "norming" developmental stage of the Life Cycle of a Team, the will ask this question:

- A) What is our mission?
- B) How do we develop team spirit?
- C) What resources are available to us?
- D) What problems do we foresee with the team?
- E) None of the above

**30.** When a group member believes that other group members intend to withhold their efforts and consequently that group member does the same it's called:

- A) the molea effect
- B) the jabroni effect
- C) the sucker effect
- D) the hobbs effect
- E) all of the above

**31.** Logical resistance to change is based on:

- A) time required to adjust
- B) extra effort to relearn
- C) economic cost of change
- D) all of the above
- E) none of the above

**32.** Feelings of uncertainty, anger, guilt and distrust are manifested by:

- A) workplace violence
- B) post-traumatic stress disorder
- C) layoff survivor's sickness
- D) groupthink
- E) risky shift

**33.** Reactions to organizational frustrations are:

- A) offensive mechanisms
- B) defense mechanisms
- C) indefensible mechanisms
- D) mechanization
- E) jabronization

**34.** In a Multinational organization, a political condition that has a significant effect on organizational behavior is:

- A) instability of government
- B) nationalistic drives
- C) subordination of employees and labor to aid authoritarian state
- D) all of the above
- E) none of the above

**35.** The concept that there are strong and legitimate decision-making rights separating managers and employees is known as:

- A) collectivism
- B) productivity distance
- C) resistance distance
- D) power distance
- E) go the distance

**36.** The "nature of people" concept of organizational behavior is defined by:

- A) individual differences
- B) perception
- C) desire for involvement
- D) value of the person
- E) All of the above

**37.** "Many variables operate within a complex social system" is a fundamental element of:

- A) cost benefit analysis
- B) ethical leadership
- C) a systems approach
- D) manipulation of people
- E) None of the above

**38.** The concept that "people will exercise self-direction and self-control in the service of objectives to which they are committed" is an assumption from:

- A) theory X
- B) theory Y
- C) theory Z
- D) generation X
- E) Z – nation



**39.** Dimensions of social intelligence are:

- A) Situational radar
- B) Clarity
- C) Empathy
- D) Authenticity
- E) All of the above

**40.** When there is a difference between what someone says and does it is called:

- A) body language
- B) the Phil effect
- C) the J. Silver bullet
- D) Credibility gap
- E) All of the above

**41.** An Open-Door Policy is even more effective when:

- A) the door is not locked
- B) appointments are required
- C) managers walk through their door and interact directly with employees
- D) all of the above
- E) none of the above

**42.** Factors that encourage grapevine activity include:

- A) Personality of the communicator
- B) Work that allows conversation
- C) Recent information
- D) All of the above
- E) None of the above

**43.** When an action or a change creates unfavorable effects, such as a decline in productivity for the system it has a:

- A) functional effect
- B) psychological effect
- C) dysfunctional effect
- D) Guareneschelli effect
- E) none of the above

**44.** The pattern of actions expected of a person in activities involving other is:

- A) role conflict

- B) role
- C) role perception
- D) on a roll
- E) playing the roll

**45.** The Motivational drive to influence people and situations is what type of motivation:

- A) Achievement
- B) Affiliation
- C) Power
- D) Primary
- E) Secondary

**46.** Possible employee reactions to being Overrewarded are:

- A) lower productivity
- B) Bargain for more, quit
- C) inflate value of the reward
- D) all of the above
- E) none of the above

**47.** Necessary criteria to ensure equal employment opportunity in a performance appraisal system include:

- A) uses only job-related criteria
- B) is based on careful job analysis
- C) is applied by trained, qualified raters
- D) all of the above
- E) none of the above

**48.** An advantage of linking pay with performance is:

- A) system complexity
- B) rigidity of system
- C) reinforce desirable behaviors
- D) union resistance
- E) all of the above

**49.** Positive Primary leadership traits include:

- A) charisma
- B) knowledge of business
- C) cognitive ability

- D) honesty and integrity
- E) all of the above

**50.** Narcissism is characterized when a leader exhibits the following behavior:

- A) filled with their own self importance
- B) exaggerate their own achievements
- C) seek out special favors
- D) exploit others for their own personal gain
- E) all of the above

**51.** Positive follower-ship behaviors include:

- A) competition
- B) uncritical, yes person
- C) passivity
- D) all of the above
- E) none of the above

**52.** The Path-Goal model of leadership has 2 major roles which include:

- A) creating goal orientation
- B) improve the path toward the goals so they are attained
- C) developing data trends
- D) none of the above
- E) A and B

**53.** Substitutes for leadership include the following:

- A) leader as a central source of information supply
- B) use of crisis to demonstrate leader's capabilities
- C) Team building to help solve work-related problems
- D) All of the above
- E) none of the above

**54.** The Autocratic view of power and influence is:

- A) fixed amount of power
- B) applied by management
- C) power that flows downward
- D) all of the above
- E) none of the above

**55.** Semi-autonomous work groups and sociotechnical teams may also be called.

- A) TQM
- B) emotional intelligence
- C) leader member exchange
- D) self-managing teams
- E) groupthink

**56.** Servant leadership:

- A) only happens in religious sponsored facilities
- B) is designed for managers to help others attain relevant goals
- C) is autocratic
- D) is overrated
- E) assigns servants to each manager

**57.** An employee's organizational commitment to their employer can be inhibited by:

- A) excessive blaming
- B) insincere gratitude
- C) inflated egos and bullying
- D) failure to follow through
- E) all of the above

**58.** A high degree of employee turnover, unauthorized absences, extended breaks, early departures and work slowdowns are examples of:

- A) physical withdrawal
- B) psychological withdrawal
- C) social withdrawal
- D) all of the above
- E) none of the above

**59.** The first 3 steps in a systematic approach to conducting a job satisfaction survey are:

- A) administer the survey
- B) tabulate results
- C) analyze results
- D) all of the above
- E) none of the above

- 60.** The capacity of a job satisfaction survey instrument to produce consistent results regardless of who administers it is called:
- A) validity
  - B) results oriented
  - C) reliability
  - D) accuracy
  - E) all of the above
- 61.** What business activities may involve employee rights to privacy:
- A) location trackers
  - B) personality tests
  - C) treatment of drug abuse
  - D) lie detectors
  - E) all of the above
- 62.** Also known as integrity tests, this type of testing may personality-based tests:
- A) genetic test
  - B) honesty test
  - C) electronic test
  - D) discrimination test
  - E) all of the above
- 63.** Individual job enrichment benefits include:
- A) Intrinsically motivated employees
  - B) better employee performance
  - C) less absenteeism and turnover
  - D) all of the above
  - E) none of the above
- 64.** An employee's perception of the impact that their work has on other people is called:
- A) autonomy
  - B) task identity
  - C) task significance
  - D) feedback
  - E) all of the above
- 65.** When an employee discloses alleged misconduct to an internal or external source it is called :
- A) tattle tailing

- B) ratting out
- C) turning rogue
- D) whistle-blowing
- E) none of the above

**66.** Causes of organizational conflict include:

- A) organizational changes
- B) lack of trust
- C) personalist clashes
- D) none of the above
- E) All of the above

**67.** The stages of assertive behavior include:

- A) Acknowledgement of the error
- B) Acceptance
- C) Appreciation
- D) All of the above
- E) None of the above

**68.** When recognition is offered to employees if they perform correctly or avoid problems it is referred to as:

- A) conditional strokes
- B) positive strokes
- C) unconditional strokes
- D) all of the above
- E) none of the above

**69.** Managers use this type of power to threaten an employee's job security or make punitive changes to the employee's work schedule:

- A) legitimate power
- B) coercive power
- C) personal power
- D) tower power
- E) generator power

**70.** In the realm of organization politics, a managers political skill set may consist of:

- A) expressing sincerity
- B) creating useful networks

- C) being social astute
- D) having interpersonal influence
- E) all of the above

**71.** Benefits associated with the informal organization may include:

- A) Supports conformity
- B) operates outside of managements control
- C) fills in gaps in a manager's abilities
- D) All of the above
- E) None of the above

**72.** The informal organization may be influenced by:

- A) Money
- B) integration of the interests of the informal group with those of the formal group
- C) a pay to play policy of management
- D) all of the above
- E) none of the above

**73.** A social leader in a group setting, such as a committee meeting, may take on the following leadership roles:

- A) provide facts ideas or opinions
- B) deal with team stress
- C) define the problem or goal of the group
- D) all of the above
- E) none of the above

**74.** Brainstorming as a technique in a group setting, can be effective to:

- A) generate as many ideas as possible
- B) be creative and free wheeling
- C) piggyback on earlier ideas
- D) all of the above

**75.** These behavioral afflictions can undermine a work group or committee's opportunity for success:

- A) egocentrism
- B) self-confidence
- C) anti-statistical bias
- D) all of the above
- E) none of the above

**76.** A Matrix organization may:

- A) create 2 chains of command
- B) be used for large specialized projects
- C) require large numbers of technical people
- D) none of the above
- E) all of the above

**77.** In the Performing Developmental Stage of the life cycle of a team what key questions does the group face:

- A) who are these people?
- B) will they accept me?
- C) what is our mission?
- D) all of the above
- E) none of the above

**78.** A team member that is displaying dysfunctional role behavior by finding minor flaws in augments and fights against almost everything the group is trying to accomplish is exhibiting the behavior of a:

- A) blocker
- B) controller
- C) distractor
- D) aggressor
- E) withdrawer

**79.** A superordinate goal a goal that:

- A) requires minimal effort
- B) is created by superman
- C) is a higher goal that integrates the efforts of 2 or more employees
- D) is never used in modern organizations
- E) all of the above

**80.** The team building stage that immediately follows the "collection of relevant data "stage is:

- A) problem solving experience
- B) data feedback and confrontation
- C) identification of the problem
- D) on the job application
- E) none of the above



**81.** Common team member behavior outcomes of effective teams may include:

- A) diminished turnover
- B) lower absenteeism
- C) improved safety record
- D) all of the above
- E) none of the above

**82.** When a group of workers are observed or perceive they are being observed, they tend to act differently because of their interpretation of the significance of being observed is call the:

- A) equilibrium state
- B) extra effect
- C) hawthorne effect
- D) risky business effect
- E) none of the above

**83.** Probable individual responses to change include:

- A) sabotage
- B) harder work
- C) indifference
- D) none of the above
- E) all of the above

**84.** An individual employee's reaction to major organizational change include:

- A) resentment of change initiator
- B) refusal to believe it's real
- C) emotional withdrawal
- D) physical withdrawal
- E) all of the above

**85.** This type of resistance to organizational change is based on emotions and attitudes:

- A) logical
- B) psychological
- C) sociological
- D) illogical
- E) none of the above

**86.** A transformational leader may:

- A) embrace business as usual

- B) work with transformers (robots)
- C) initiate strategic changes to position the organization for the future
- D) all of the above
- E) none of the above

**87.** In order to build support for organizational change a manager should:

- A) provide a rationale for change
- B) use group forces
- C) share reward with employees
- D) all of the above
- E) none of the above

**88.** Causal variables in the organizational development approach include:

- A) motivation
- B) attitudes
- C) policies
- D) all of the above
- E) none of the above

**89.** An organization with an active organizational development program may use an individual whose role is to stimulate, facilitate and coordinate change. This individual is called a:

- A) change agent
- B) secret agent
- C) company man
- D) sports agent
- E) none of the above

**90.** Benefits of an active organizational development program may include:

- A) potential conformity
- B) major time requirements
- C) commitment to objectives
- D) all of the above
- E) none of the above

**91.** The negative effects of employee burnout may include:

- A) feeling trapped
- B) chronic fatigue
- C) unprovoked anger

- D) all of the above
- E) none of the above

**92.** Nonwork Stressors can have a powerful spillover effect on an employee's work performance. These may include:

- A) lengthy commutes
- B) financial difficulties
- C) parenting issues
- D) family illness
- E) all of the above

**93.** The counseling function that involves the release of emotional tension is sometimes called:

- A) clarified thinking
- B) emotional catharsis
- C) reassurance
- D) communication
- E) all of the above

**94.** Nondirective counselors follow this model of counselling in which they recognize that sometimes more feelings are hidden under the surface of a counselee's communications than are revealed:

- A) Greenburg model
- B) Atlantic model
- C) Iceberg model
- D) Titanic model
- E) none of the above

**95.** An employee or a manager may experience cultural shock if they encounter:

- A) a loss of responsibility
- B) changes in personal lifestyle
- C) a loss of decision-making authority
- D) all of the above
- E) none of the above

**96.** Organizational behavior is the study and application of knowledge about how people – as individuals and as groups- act within organizations:

- A) True
- B) False

- 97.** Research offers explanations of how and why people think, feel and act as they do:
- A) True
  - B) False
- 98.** Fact premises represent our view of the desirability of certain goals and activities:
- A) True
  - B) False
- 99.** . In the Custodial Model of Organizational Behavior employee become dependent on the organization:
- A) True
  - B) False
- 100.** Theory X assumes that employees are lazy and will avoid work if possible:
- A) True
  - B) False
- 101.** In the Two-Way Communication Process, encoding is done by the receiver of the message:
- A) True
  - B) False
- 102.** Physical barriers to communication arise from human emotions, values and poor listening habits:
- A) True
  - B) False
- 103.** . Actions speak louder than words, when there is a difference between what someone says and does it create a credibility gap:
- A) True
  - B) False
- 104.** The grapevine can be effectively used to disseminate information to employees:
- A) True
  - B) False
- 105.** . A system is said to be in social equilibrium when there is a dynamic working balance among it's dependent parts:
- A) True
  - B) False

- 106.** A strong work ethic is where people view work very important and they derive satisfaction from work.
- A) True
  - B) False
- 107.** A mentor is a protégé who guides role models:
- A) True
  - B) False
- 108.** Organizational culture is the set of assumptions, beliefs, values and norms shared by an organization's members:
- A) True
  - B) False
- 109.** Secondary needs are basic physical needs:
- A) True
  - B) False
- 110.** In the Equity Model of Human Behavior, employee's compare their relevant inputs and outcomes:
- A) True
  - B) False
- 111.** Money satisfies many drives and needs:
- A) True
  - B) False
- 112.** An economic incentive system of some type can be applied to few jobs:
- A) True
  - B) False
- 113.** . The most important leadership traits are: a high level of personal drive, the desire to lead, personal integrity, and self-confidence:
- A) True
  - B) False
- 114.** . In the Blake/Mouton managerial grid which rates concern for people and production the preferred style is 5.5:
- A) True
  - B) False

**115.** Participation typically brings higher output and a better quality of output:

- A) True
- B) False

**116.** The Total Quality Management approach gets every employee involved in the process of searching for continuous improvements in their operations:

- A) True
- B) False

**117.** . A job satisfaction survey is a procedure by which employees report their feelings toward their jobs and the work environment:

- A) True
- B) False

**118.** The less job-related one's conduct is when off the job, the more support there is for organizational influence on the employee:

- A) True
- B) False

**119.** Organizational politics refers to intentional behavior's that are designed to enhance or protect a person's influence and self-interest:

- A) True
- B) False

**120.** . The "Selective Service" tactic used to gain political power can be described as "The research and development manager controls new product information needed by the marketing manager":

- A) True
- B) False

**121.** Formal organizational groups emerge on the basis of common interests, proximity and friendships.

- A) True
- B) False

**122.** The informal organization may also act to fill in gaps in a managers abilities.

- A) True
- B) False

**123.** . When a group member believes that other group members intend to withhold their efforts and consequently that group member does the same it's called, the Matrix effect.

- A) True
- B) False

**124.** . The perception of being observed and one's interpretation of it's significance – tends to change the groups behavior is called the Hawthorne effect.

- A) True
- B) False

**125.** Psychological resistance to change can be based on fear of the unknown and lack of trust in others.

- A) True
- B) False

**126.** . Double-loop learning is when employees solve current problems and blindly adapt to changes which have been imposed on them.

- A) True
- B) False

**127.** Nondirective counselors follow the "Iceberg model of counseling".

- A) True
- B) False

**128.** Ethnocentrism is known as the self-reference criterion.

- A) True
- B) False

**129.** The dominant feature of all international operations is that they are conducted in a social system different from the one in which the organization is based.

- A) True
- B) False

**130.** A loss of decision-making authority may lead to cultural shock

- A) True
- B) False

**131.** . Status is significant to organizational behavior because when employees are consumed for the desire for status, it is often the source of employee problems and conflicts that management need to solve.

- A) True

B) False

**132.** Attempts to measure organizational culture can always be perfect assessments.

A) True

B) False

**133.** . Maslow's hierarchy of needs is a 2-factor model.

A) True

B) False

**134.** Goal setting works as a motivational process because it creates a discrepancy between current and expected performance.

A) True

B) False

**135.** Bad leaders are simply ineffective who lack the will or skill to be effective or those who are unethical with multiple character flaws.

A) True

B) False

**136.** Fiedler's contingency model of leadership is based on the leadership style dimension of the concern for people and concern for production.

A) True

B) False

**137.** The Vroom's Decision-Making model recognizes that problem-solving situations differ, consequently they developed a structured approach for managers to examine the nature of those differences and respond appropriately.

A) True

B) False

**138.** Empowerment is any process that provides less autonomy to employees through the sharing of relevant information and the provision of control over factors affecting job performance.

A) True

B) False

**139.** Expectations for managers and employees in a participative work environment are different

A) True

B) False



**140.** Employees that develop an attitude of Entitlement can develop unrealistic expectations.

- A) True
- B) False

**141.** Regardless of their motivation, organizational citizenship behaviors are usually appreciated by the organization and co-workers and the open display of these behaviors set role model behavior examples for others.

- A) True
- B) False

**142.** Corrective discipline is action that follows infraction of a rule, it seeks to encourage further infractions so future acts are not in compliance with standards.

- A) True
- B) False

**143.** Social cues are the only positive bits of information workers receive from their social surroundings.

- A) True
- B) False

**144.** When whistle blowing occurs, it usually signifies that a previous level of mutual trust has deteriorated or even been broken.

- A) True
- B) False

**145.** When a manager is charged with performing difficult or distasteful tasks it may be considered a necessary evil that may result in conflict with their superior.

- A) True
- B) False

**146.** One of the benefits produced by conflict is that people are stimulated to continue the status quo which will lead to better results.

- A) True
- B) False

**147.** The conflict resolution strategy of confronting is also known as problem solving or integrating.

- A) True
- B) False

**148.** In today's modernly run organization, posturing is never used by managers to gain influence.

- A) True

B) False

**149.** The primary focus of the formal organization is the person.

A) True

B) False

**150.** The designated devil's advocate is expected to question the ideas of others, probe for supporting facts and challenge the groups logic.

A) True

B) False

**151.** Diversity of opinion is a key ingredient of an effective group.

A) True

B) False

**152.** Self-managing or self-reliant teams are given limited autonomy to accomplish their task.

A) True

B) False

**153.** Repetitive change syndrome may be cause by a series of organization initiatives that are started by management but never completed creating a blurring of programs.

A) True

B) False

**154.** Organizational Development (OD) is an un-systematic application of behavioral science knowledge at various levels to bring about planned change.

A) True

B) False

**155.** The effects of post-traumatic stress disorder (PTSD) may last for years and require lengthy treatment.

A) True

B) False

**156.** Type A people are less prone to have problems associated with stress.

A) True

B) False

**157.** Social support at work is the network of helpful activities, interactions and relationships that provide the employee with the satisfaction of important personal or professional needs.

- A) True
- B) False

**158.** Nondirective counseling is the process of listening to an employee's problem, deciding with the employee what should be done and motivating the employee to do it.

- A) True
- B) False

**159.** Face saving (maintaining one's self image in front of others) is highly important in collectivistic cultures.

- A) True
- B) False

**160.** Ethnocentrism is the belief that your homeland conditions are the best and may also be referred as the self-reference criterion.

- A) True
- B) False

