

TEXAS A&M UNIVERSITY (TAMU) MGMT363 MANAGING PEOPLE IN ORGANIZATIONS EXAM 1 PRACTICE EXAM (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. Which of the following is NOT one of the five major facets of job satisfaction?**
 - A. Identity
 - B. Feedback
 - C. Promotion opportunities
 - D. Significance
- 2. Which group of employees is characterized by high commitment and low performance?**
 - A. Stars
 - B. Citizens
 - C. Lone wolves
 - D. Apathetics
- 3. What is one common example of psychological withdrawal behavior?**
 - A. Resignation
 - B. Daydreaming
 - C. Tardiness
 - D. Quitting a job
- 4. Which state of feeling is often intense, lasts briefly, and is directed at a specific circumstance?**
 - A. Moods
 - B. Affective responses
 - C. Emotions
 - D. Stress responses
- 5. What best describes 'lone wolves' in an organization?**
 - A. High commitment, high performance
 - B. Low commitment, high performance
 - C. High commitment, low performance
 - D. Low commitment, low performance

- 6. What concept encapsulates the various elements that can influence an employee's desire to stay with the organization?**
- A. Focus of Commitment
 - B. Job Satisfaction
 - C. Employee Engagement
 - D. Organizational Culture
- 7. What is a likely outcome when someone expresses negative emotions in a group setting?**
- A. All group members will become neutral
 - B. They will likely bring the group's mood down
 - C. It may uplift others' spirits
 - D. It has no effect on the group dynamics
- 8. Which aspect of job performance focuses specifically on transforming resources into goods and services?**
- A. Task performance
 - B. Civic virtue
 - C. Adaptive performance
 - D. Citizenship behavior
- 9. What are the four ways to manage performance in individuals?**
- A. Affective, Continuance, Normative
 - B. Feedback, Development, Training
 - C. Measurement, Analysis, Adjustment
 - D. Motivation, Recognition, Accountability
- 10. Which type of employee contracts are more likely to contribute to long-term employee-employer relationships?**
- A. Transactional contracts
 - B. Diversity of the workplace
 - C. Relational contracts
 - D. Withdrawal behaviors

Answers

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1. C
2. B
3. B
4. C
5. B
6. A
7. B
8. A
9. A
10. C

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Explanations

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1. Which of the following is NOT one of the five major facets of job satisfaction?

- A. Identity
- B. Feedback
- C. Promotion opportunities**
- D. Significance

The correct answer highlights that promotion opportunities are not classified as one of the five major facets of job satisfaction. Instead, the five primary facets typically include aspects such as work itself, pay, promotion opportunities, supervision, and colleagues or coworker relationships. In the context of the other presented options, identity, feedback, and significance are considered essential elements that contribute to how satisfied an employee feels in their role. Identity refers to the degree to which a job requires individuals to use their skills and talents in meaningful ways, fostering a sense of personal contribution and ownership over one's work. Feedback relates to the degree of clarity employees have regarding their performance and understanding how well they're doing in their roles, which can greatly affect job satisfaction. Significance encompasses the importance of an individual's role and its impact on the organization or society, contributing to a sense of purpose in one's work. Understanding these facets helps organizations improve employee morale and retention by addressing the elements that contribute to overall job satisfaction.

2. Which group of employees is characterized by high commitment and low performance?

- A. Stars
- B. Citizens**
- C. Lone wolves
- D. Apathetics

The group of employees characterized by high commitment and low performance is best defined as Citizens. These employees are typically very loyal to their organization and demonstrate strong organizational commitment. They often engage in positive behaviors, such as supporting their coworkers and reinforcing the company culture, even if their job performance may not be at its peak. Citizens are seen as valuable team players and are committed to the organization's values and mission, which is why they have high commitment. However, their actual contributions to productivity may not reflect that same level of commitment, resulting in lower performance. This distinction is important as it highlights that commitment does not always correlate with high performance, which is a critical aspect for managers to understand when assessing employee behavior and potential. The other groups mentioned have different characteristics: Stars are high performers with high commitment, Lone Wolves are high performers but exhibit low commitment, and Apathetics show low commitment and low performance. Each group serves different roles and understanding these classifications helps organizations manage their workforce effectively.

3. What is one common example of psychological withdrawal behavior?

- A. Resignation
- B. Daydreaming**
- C. Tardiness
- D. Quitting a job

Daydreaming is a common example of psychological withdrawal behavior because it reflects a disconnect between an employee's mind and their work tasks. This happens when individuals mentally disengage from their responsibilities, often as a coping mechanism in response to stress, dissatisfaction, or boredom. Daydreaming can lead to decreased productivity and focus, as employees are not fully present in their roles. In this context, it is an illustration of how employees may remain physically at work while their mental engagement is significantly reduced. This kind of withdrawal can impact overall job performance and satisfaction over time. Other behaviors, such as resignation or quitting, are more definitive actions of leaving a job, while tardiness indicates a punctuality issue rather than a mental or emotional disengagement.

4. Which state of feeling is often intense, lasts briefly, and is directed at a specific circumstance?

- A. Moods
- B. Affective responses
- C. Emotions**
- D. Stress responses

The correct answer is emotions. Emotions are defined as intense feelings that are directed toward a specific entity or situation, often triggered by particular events or circumstances. They are typically short-lived, usually lasting from seconds to a few minutes, but can be very powerful and affect an individual's thoughts and behavior immediately. For instance, experiencing joy upon receiving good news or anger when facing an unfair situation exemplifies how emotions can be intensely felt in response to specific triggers. In contrast, moods are generally less intense, longer-lasting, and more diffuse, affecting overall emotional states rather than being tied to specific events. Affective responses encompass broader emotional experiences and can include both moods and emotions, but do not specifically focus on the intensity or brevity characteristic of emotions. Stress responses relate to reactions to perceived threats or pressures and often involve physiological changes, which differ from the immediate emotional reactions associated with specific circumstances.

5. What best describes 'lone wolves' in an organization?

- A. High commitment, high performance
- B. Low commitment, high performance**
- C. High commitment, low performance
- D. Low commitment, low performance

'Lonely wolves' in an organization are individuals who often operate independently and may not feel a strong connection to the organization or its teams. They typically demonstrate high levels of performance, maintaining their own standards and delivering results despite their disconnection. This can make them highly valuable from a productivity standpoint, but their low commitment implies that they may not engage fully with organizational goals, culture, or collaborative efforts. This characteristic distinction is essential in understanding team dynamics, as lone wolves can excel individually but might detract from team cohesion. Their lack of commitment might stem from personal motivations, focusing on their own success without prioritizing the collective efforts of the organization. Recognizing lone wolves can help leaders leverage their strengths while addressing the potential challenges they bring to team collaboration and overall morale.

6. What concept encapsulates the various elements that can influence an employee's desire to stay with the organization?

A. Focus of Commitment

B. Job Satisfaction

C. Employee Engagement

D. Organizational Culture

The concept that encapsulates the various elements influencing an employee's desire to stay with the organization is known as "Focus of Commitment." This term refers to the various attachments an employee may have to their organization, including emotional attachment, commitment to specific teams, or alignments with the organization's values and goals. It emphasizes the psychological and emotional connection an employee feels toward the organization, which can significantly affect their decision to remain with or leave the organization. Understanding this concept helps organizations identify what drives retention and how to foster a sense of belonging among their employees. For instance, if employees feel a strong connection to their organizational values or a commitment to their teammates, they are more likely to stay, which highlights the importance of fostering a supportive and aligned workplace. Job Satisfaction pertains more specifically to how content an employee is with their job and its elements, rather than the broader commitment to stay with the organization. Employee Engagement reflects the level of enthusiasm and emotional investment an employee has toward their work, which, while related, does not fully encompass the reasons behind an employee's decision to remain with the organization. Lastly, Organizational Culture describes the shared values, norms, and practices within an organization but does not specifically address individual employee commitment levels. Understanding these distinctions is key to grasp

7. What is a likely outcome when someone expresses negative emotions in a group setting?

A. All group members will become neutral

B. They will likely bring the group's mood down

C. It may uplift others' spirits

D. It has no effect on the group dynamics

When someone expresses negative emotions in a group setting, it is likely to bring the group's mood down. This phenomenon is rooted in the concept of emotional contagion, where emotions can spread among group members. Negative emotions, such as anger, frustration, or sadness, can create a somber environment, leading to decreased morale and engagement within the group. Additionally, when one person expresses dissatisfaction or negativity, it can trigger similar feelings in others, thus amplifying the overall negative atmosphere. This can hinder collaboration, reduce productivity, and even affect decision-making processes, as individuals may become more focused on the negative emotions rather than on problem-solving or constructive dialogue. While some may assume that expressing negative emotions could lead to a discussion that resolves underlying issues or even uplift spirits, the prevailing evidence suggests that, especially in the short term, such expressions typically lead to a decrease in group cohesion and positivity.

8. Which aspect of job performance focuses specifically on transforming resources into goods and services?

- A. Task performance**
- B. Civic virtue
- C. Adaptive performance
- D. Citizenship behavior

The correct choice highlights task performance, which refers to the actions and behaviors an individual engages in to fulfill their job responsibilities and directly contribute to the organization's goals. Task performance is specifically focused on the execution of job duties, including the transformation of resources into goods and services. This includes all activities that are fundamental to the job, such as production, service delivery, and any processes that require the application of an individual's skills and knowledge. Understanding task performance is crucial because it directly impacts the efficiency and effectiveness of an organization. When employees excel in task performance, they successfully convert raw materials and resources into finished products or services that meet customer needs. In contrast, civic virtue involves an employee's participation and contribution to the overall functioning of the company, but it does not directly relate to the core duties of turning resources into goods or services. Adaptive performance refers to how well an employee adjusts to changes in the workplace, which is important but again does not focus on the specific transformation of resources. Citizenship behavior encompasses voluntary actions that contribute to the organizational environment, such as helping others or promoting a positive workplace culture, but like civic virtue, it is not tied directly to job responsibilities involving production or service delivery.

9. What are the four ways to manage performance in individuals?

- A. Affective, Continuance, Normative**
- B. Feedback, Development, Training
- C. Measurement, Analysis, Adjustment
- D. Motivation, Recognition, Accountability

The correct answer identifies the four ways to manage individual performance, which revolve around understanding employees' emotional and attachment levels to their work. Affective commitment relates to the emotional connection a person feels towards their organization, while continuance commitment deals with the perceived costs associated with leaving the organization. Normative commitment refers to the feeling of obligation an employee has to remain with the organization. While the other options provide practices that can impact performance management, they do not collectively encompass the broader emotional and psychological aspects of individuals' relationships with their work and organization as comprehensively as the correct choice. For instance, feedback and development focus more on operational strategies rather than the underlying commitment levels. Thus, the correct answer encapsulates the motivations behind why individuals choose to perform at certain levels within an organization.

10. Which type of employee contracts are more likely to contribute to long-term employee-employer relationships?

- A. Transactional contracts
- B. Diversity of the workplace
- C. Relational contracts**
- D. Withdrawal behaviors

The correct answer, relational contracts, refers to agreements between employees and employers that emphasize ongoing relationships over transactional exchanges. These contracts often embody a deeper mutual commitment, trust, and long-term investment from both sides, which can foster loyalty and encourage employees to remain with the organization for extended periods. Relational contracts typically include elements such as job security, development opportunities, and supportive workplace cultures, which create an environment conducive to employee engagement and retention. When employees perceive that their employers are invested in their growth and well-being, they are more likely to reciprocate with their dedication and performance, contributing to a stronger alignment of interests. In contrast, transactional contracts are characterized by short-term exchanges focused on specific tasks or deliverables. This type of arrangement often lacks the emotional and relational depth that fosters long-term commitment. The diversity of the workplace is about the variety of perspectives and backgrounds, which can enhance team dynamics but does not directly relate to the nature of employee contracts. Similarly, withdrawal behaviors refer to actions employees take when disengaged, such as absenteeism or reduced effort, which can be a reaction to poor contract conditions rather than a contributor to relationship strength.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

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We wish you the very best on your exam journey. You've got this!

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