

Texas A&M University (TAMU) MGMT363 Managing People in Organizations Exam 2 Practice (Sample)

Study Guide



Everything you need from our exam experts!

Copyright © 2025 by Examzify - A Kaluba Technologies Inc. product.

ALL RIGHTS RESERVED.

No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.

Notice: Examzify makes every reasonable effort to obtain from reliable sources accurate, complete, and timely information about this product.

SAMPLE

Questions

SAMPLE

1. What is gainsharing designed to do?
 - A. Reward individual achievements
 - B. A team-based approach to rewarding employees for achieving goals
 - C. Provide direct financial compensation
 - D. Link pay to tenure
2. What is the need to be in control referred to in motivational theories?
 - A. Affiliation
 - B. Power
 - C. Achievement
 - D. Existence
3. What does profit sharing entail?
 - A. Bonuses paid based on store sales
 - B. Payment to employees based on overall organizational performance
 - C. A fixed payment to all employees
 - D. Annual salary increases based on market rates
4. Which learning process requires receiving reinforcement and finding it desirable?
 - A. Reinforcement processes
 - B. Production processes
 - C. Retention processes
 - D. Attentional processes
5. What personality trait reflects a dispositional tendency to experience hostility and annoyance?
 - A. Positive affectivity
 - B. Differential reactivity
 - C. Negative affectivity
 - D. Extraversion

6. What is the primary objective of training and development in the workplace?
- A. To increase job-related competencies
 - B. To enhance workplace comfort
 - C. To improve employee loyalty
 - D. To provide benefits education
7. What best describes learning orientation?
- A. Achievements for social validation
 - B. Learning for the sake of knowledge application
 - C. Learning to prevent negative feedback
 - D. Automatic decision-making processes
8. What is the definition of dynamic flexibility?
- A. Ability to reach high places
 - B. Ability to quickly bend, stretch or reach
 - C. Ability to maintain posture
 - D. Ability to lift large weights
9. What is essential for generating new ideas within an organization?
- A. Sustainability
 - B. Creativity
 - C. Safety
 - D. Networked
10. In the context of organizational behavior, what is often overlooked regarding physical ability?
- A. Its impact on organizational culture
 - B. Its relevance in creative thinking
 - C. Its influence on teamwork
 - D. Its importance for specific job functions

Answers

SAMPLE

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

SAMPLE

Explanations

SAMPLE

1. What is gainsharing designed to do?

- A. Reward individual achievements
- B. A team-based approach to rewarding employees for achieving goals
- C. Provide direct financial compensation
- D. Link pay to tenure

Gainsharing is primarily designed to promote collaboration and teamwork by rewarding employees for collective achievements toward organizational goals. This approach fosters a sense of shared responsibility among team members, encouraging them to work together to improve productivity, quality, and overall performance. In a gainsharing program, employees typically receive bonuses based on the achievements of their team or department, linking their financial rewards to the success of their collective efforts. This model not only enhances motivation among employees to collaborate but also aligns their interests with that of the organization, as they work towards common objectives. It is a strategic approach that leverages the group's performance, reinforcing the idea that success is a shared endeavor, as opposed to focusing solely on individual accomplishments or other criteria like tenure.

2. What is the need to be in control referred to in motivational theories?

- A. Affiliation
- B. Power
- C. Achievement
- D. Existence

The need to be in control in motivational theories refers to the concept of power. This idea is rooted in the understanding that individuals often seek influence over their environment and others as a way to fulfill their intrinsic motivations. Those who have a high need for power are typically driven to lead, influence, and assert authority, believing that having control can lead to a greater sense of accomplishment and personal satisfaction. In motivation theories, particularly in McClelland's theory of needs, the need for power is classified as a key motivational drive alongside the needs for achievement and affiliation. Individuals motivated by power may take on leadership roles or engage in competitive behaviors to fulfill their desire for dominance and recognition, which reinforces their self-esteem. The other options reflect different motivational needs: affiliation focuses on the desire for social connections and relationships, achievement zeroes in on the drive to accomplish goals and tasks, and existence relates to the fundamental needs for survival and physical well-being. Although all these needs can influence behavior in various ways, power specifically captures the essence of seeking control over circumstances and interactions.

3. What does profit sharing entail?

- A. Bonuses paid based on store sales
- B. Payment to employees based on overall organizational performance
- C. A fixed payment to all employees
- D. Annual salary increases based on market rates

Profit sharing is a compensation strategy that involves distributing a portion of an organization's profits to its employees. This approach aligns employees' interests with the financial success of the organization, as their compensation is directly tied to the company's overall performance. By linking rewards to profits, profit sharing encourages employees to contribute to the organization's success, fostering a sense of ownership and investment in the company's future. The focus on overall organizational performance distinguishes profit sharing from bonuses based on specific metrics such as individual or store sales. While those bonuses may reward short-term achievements, profit sharing takes a broader view, motivating employees to work collaboratively for the long-term sustainability and health of the company. Additionally, profit sharing is distinct from fixed payments to employees or annual salary increases based on market rates, which do not fluctuate based on performance outcomes.

4. Which learning process requires receiving reinforcement and finding it desirable?

- A. Reinforcement processes
- B. Production processes
- C. Retention processes
- D. Attentional processes

The learning process that involves receiving reinforcement and finding it desirable is correctly identified as reinforcement processes. This concept is rooted in behavioral psychology, particularly in the study of operant conditioning, where behaviors are influenced by the consequences that follow them. Reinforcement can be either positive or negative, but for learning to occur effectively, the individual must perceive the reinforcement as desirable. This means that the reinforcement strengthens the likelihood of the behavior being repeated in the future. In the context of managing people in organizations, understanding reinforcement processes is essential because they play a critical role in motivating employees. When individuals receive positive feedback, rewards, or recognition that they find valuable, they are more likely to engage in the behaviors that led to those reinforcements. This principle helps managers design effective incentive systems and feedback mechanisms to enhance employee performance and learning. While the other processes mentioned play important roles in learning, they do not specifically focus on the desirability of reinforcement. Production processes relate to the application of learned behavior, retention processes involve maintaining the information over time, and attentional processes refer to how individuals focus on and observe certain stimuli. Each serves a distinct purpose in learning, but it is the reinforcement processes that directly connect the reception of feedback with the motivation to continue or change behavior based on

5. What personality trait reflects a dispositional tendency to experience hostility and annoyance?

- A. Positive affectivity
- B. Differential reactivity
- C. Negative affectivity
- D. Extraversion

The personality trait that reflects a dispositional tendency to experience hostility and annoyance is negative affectivity. This trait is characterized by a general disposition to experience negative emotions, such as anxiety, depression, and irritability. Individuals high in negative affectivity are more likely to perceive their environment and interactions through a lens of negativity, leading them to experience feelings of hostility, frustration, and annoyance more frequently than those with lower levels of this trait. In contrast, positive affectivity refers to the tendency to experience positive emotions and is not related to hostility and annoyance. Extraversion is associated with sociability, assertiveness, and positive emotionality, again lacking the connotations of hostility. Differential reactivity could imply varying responses to emotional stimuli but does not specifically align with the chronic disposition to experience negativity and hostility like negative affectivity does. Thus, it is clear that negative affectivity is the most fitting answer for the characteristic described in the question.

6. What is the primary objective of training and development in the workplace?

- A. To increase job-related competencies
- B. To enhance workplace comfort
- C. To improve employee loyalty
- D. To provide benefits education

The primary objective of training and development in the workplace is to increase job-related competencies. This process focuses on equipping employees with the necessary skills, knowledge, and abilities to perform their tasks effectively and efficiently. By enhancing job-related competencies, organizations can improve overall productivity, foster innovation, and ensure that employees are well-prepared to meet the demands of their roles. Training and development initiatives also contribute to a greater understanding of organizational goals and values, enabling employees to align their contributions with the company's mission. As a result, employees become more proficient in their positions, leading to better performance outcomes and ultimately benefiting the organization as a whole. Additionally, when employees possess higher competencies, they are more capable of adapting to changes and new technologies, which is increasingly important in today's fast-paced work environment. While enhanced workplace comfort, improved employee loyalty, and providing benefits education are important aspects of overall employee satisfaction and engagement, they are secondary outcomes that can stem from a solid foundation of training and development, rather than being the primary focus.

7. What best describes learning orientation?

- A. Achievements for social validation
- B. Learning for the sake of knowledge application
- C. Learning to prevent negative feedback
- D. Automatic decision-making processes

Learning orientation is best described as the pursuit of knowledge and skills primarily for the purpose of applying that knowledge effectively in various contexts. This reflects a mindset focused on growth and understanding, where the individual seeks to engage deeply with material and concepts. Such individuals value the learning process itself and view challenges as opportunities to enhance their skill sets and competencies. This approach fosters resilience and encourages experimentation, leading to a continuous cycle of learning and improvement. This distinguishes it from motivations tied solely to external validation or avoiding criticism, which may lead to a more superficial engagement with learning materials or a fear of failure that stifles growth. Instead, a learning orientation cultivates an intrinsic desire to understand and apply knowledge, reinforcing a more enriching educational and professional experience.

8. What is the definition of dynamic flexibility?

- A. Ability to reach high places
- B. Ability to quickly bend, stretch or reach
- C. Ability to maintain posture
- D. Ability to lift large weights

Dynamic flexibility refers to the capacity to perform movements that require a range of motion, enabling an individual to bend, stretch, or reach quickly and effectively. This concept is particularly important in contexts like sports and physical activities where agility and the ability to move limbs efficiently are crucial. It involves not just a static stretch but the active movement that showcases fluid mobility and the ability to adapt movements in response to different demands. In contrast, options reflecting the other choices focus on different aspects of physical capability. For example, reaching high places or lifting large weights pertains more to aspects of strength or stability rather than flexibility. Maintaining posture is also important in certain contexts but does not encompass the dynamic movement aspect that is central to dynamic flexibility.

9. What is essential for generating new ideas within an organization?

- A. Sustainability
- B. Creativity
- C. Safety
- D. Networked

Generating new ideas within an organization heavily relies on creativity. Creativity involves the ability to think outside the box, combine diverse concepts, and develop innovative solutions to problems. When individuals within a team or organization feel empowered to express their creative thoughts without the fear of immediate criticism, they are more likely to contribute unique perspectives and ideas. This collaborative atmosphere fosters an environment where brainstorming and exploration lead to innovative outcomes. While other factors like sustainability, safety, and being networked can certainly influence the overall environment of idea generation, they do not directly act as the catalyst for creativity. Sustainability focuses on maintaining practices that do not deplete resources, safety refers to the physical and psychological environment that protects individuals, and networking emphasizes building relationships. While all of these aspects can support an inventive culture, it is ultimately creativity that is the driving force behind the ideation process itself.

10. In the context of organizational behavior, what is often overlooked regarding physical ability?

- A. Its impact on organizational culture
- B. Its relevance in creative thinking
- C. Its influence on teamwork
- D. Its importance for specific job functions

The key aspect that is often overlooked regarding physical ability is its importance for specific job functions. Physical ability can be crucial in determining an individual's capability to perform certain tasks effectively, particularly in roles that require manual labor, physical endurance, or specific physical skills. In many jobs, the physical demands may be a significant aspect of performance that can directly affect productivity and safety. While other factors like organizational culture, creative thinking, and teamwork are important in organizational behavior, physical ability is sometimes undervalued in discussions about job qualifications and skills requirements. Ensuring that employees possess the necessary physical capabilities can lead to better job performance and overall operational efficiency. This importance is particularly evident in industries like construction, manufacturing, healthcare, and sports, where physical ability directly influences the ability to perform role-specific tasks efficiently and safely.