

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

- 1. Perceiving everyone as better than they are is known as what?**
 - A. Leniency**
 - B. Halo effect**
 - C. Centrism**
 - D. Self-serving bias**
- 2. What type of learning emphasizes the importance of observing and imitating others?**
 - A. Operant Conditioning**
 - B. Classical Conditioning**
 - C. Social Learning**
 - D. Cognitive Learning**
- 3. How does learning orientation differ from performance orientation?**
 - A. Only focuses on personal mastery**
 - B. Aims to impress others**
 - C. Is primarily external in motivation**
 - D. Prioritizes knowledge for practical applications**
- 4. What is an example of cognitive coping?**
 - A. Venting emotions**
 - B. Seeking help**
 - C. Changing one's thought pattern**
 - D. Exercising**
- 5. Which process describes the likelihood of candidates applying to an organization based on perceived value consistency?**
 - A. Selection**
 - B. Attraction**
 - C. Attrition**
 - D. Socialization**

- 6. What term describes the tendency to overemphasize internal factors in others' failures?**
- A. Self-serving bias**
 - B. Fundamental Attribution Error**
 - C. Recency**
 - D. Contrast**
- 7. Which need reflects the desire to feel worthwhile and to achieve significant accomplishments?**
- A. Belongingness needs**
 - B. Esteem needs**
 - C. Self-actualization needs**
 - D. Physiological needs**
- 8. How would you describe individuals who expect a lot in return for minimal contributions?**
- A. Benevolents**
 - B. Takers**
 - C. Entitleds**
 - D. Givers**
- 9. Which of the following is NOT one of Hofstede's Cultural Dimensions?**
- A. Uncertainty Avoidance**
 - B. Collectivist Orientation**
 - C. Power Distance**
 - D. Masculinity-Femininity**
- 10. What is the primary purpose of a compensation system in organizations?**
- A. To minimize employee turnover**
 - B. To maximize employee motivation towards organizational goals**
 - C. To ensure compliance with labor laws**
 - D. To standardize employee performance evaluations**

Answers

SAMPLE

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

SAMPLE

Explanations

SAMPLE

1. Perceiving everyone as better than they are is known as what?

- A. Leniency**
- B. Halo effect**
- C. Centrism**
- D. Self-serving bias**

The phenomenon where individuals tend to perceive everyone as better than they are is most accurately described as leniency. This concept refers to the tendency of evaluators to rate people more favorably than warranted, often leading to inflated assessments of performance or abilities. Leniency can occur for various reasons, including a desire to maintain positive relationships or avoid conflict, which can inadvertently result in a skewed perception of others' skills or contributions. In contrast, the halo effect involves allowing a single positive trait or quality of a person to influence one's overall judgment of that individual. Centrism, on the other hand, refers to a preference for moderate or average ratings, avoiding extremes. Self-serving bias is a cognitive distortion wherein individuals attribute their successes to their own abilities while blaming failures on external factors. These distinctions clarify why leniency is the appropriate term for perceiving everyone more favorably than their actual performance justifies.

2. What type of learning emphasizes the importance of observing and imitating others?

- A. Operant Conditioning**
- B. Classical Conditioning**
- C. Social Learning**
- D. Cognitive Learning**

The correct answer highlights the concept of Social Learning, which centers on the idea that individuals acquire new behaviors and knowledge by observing and imitating others. This approach asserts that social interaction and the environment play critical roles in the learning process. Albert Bandura, a prominent psychologist, is known for his work on Social Learning Theory, which demonstrates that much of human learning occurs within a social context. It shows how individuals can learn from role models or peers, which is particularly powerful in understanding behaviors, attitudes, and emotional responses. This type of learning contrasts with the other concepts listed. Operant Conditioning focuses on how behavior is influenced by the consequences that follow it, whether reinforcement or punishment, rather than through observation. Classical Conditioning deals with associating a neutral stimulus with an unconditioned stimulus to elicit a response, which is different from the observational learning aspect. Cognitive Learning emphasizes the internal processes of the mind, such as thinking and problem-solving, and doesn't focus on the imitation of others as a primary means of learning. Thus, Social Learning specifically emphasizes the role of observation and imitation, making it the most appropriate answer in this context.

3. How does learning orientation differ from performance orientation?

- A. Only focuses on personal mastery**
- B. Aims to impress others**
- C. Is primarily external in motivation**
- D. Prioritizes knowledge for practical applications**

Learning orientation is characterized by a focus on the pursuit of knowledge and understanding, with an emphasis on how that knowledge can be applied in real-world situations. This approach encourages individuals to value the process of learning itself, prioritizing the acquisition of skills and competencies that can be utilized in practical applications. People with a learning orientation seek to develop themselves continuously and are more likely to embrace challenges and learn from failures. In contrast, performance orientation places emphasis on demonstrating ability and achieving specific outcomes, often aiming to impress others or obtain external recognition. This type of motivation can lead to a focus on validation through performance metrics rather than on the intrinsic value of learning and growth. As a result, individuals with a performance orientation may shy away from challenges if they fear failure, as their primary goal is to maintain a positive image rather than to develop their skills. The correct answer highlights that a learning orientation is about prioritizing knowledge for practical applications, which is fundamental in fostering a growth mindset that regards setbacks as learning opportunities. This distinction underscores the importance of fostering environments that promote continuous learning over mere performance outcomes.

4. What is an example of cognitive coping?

- A. Venting emotions**
- B. Seeking help**
- C. Changing one's thought pattern**
- D. Exercising**

Cognitive coping involves changing the way one thinks about a situation to manage stress or challenges more effectively. By altering thought patterns, individuals can reframe their perception of difficulties, leading to improved emotional responses and behaviors. For instance, someone facing a challenging work project might shift their thoughts from focusing on potential failure to viewing the situation as an opportunity for growth and learning. This rethinking can significantly impact their motivation and overall mental health. While venting emotions, seeking help, and exercising are all valuable strategies for coping with stress, they fall under different categories of coping mechanisms. Venting is more about expressing emotions, seeking help involves relying on others for support, and exercising serves as a physical outlet for stress relief. Cognitive coping specifically targets the mental processes involved in handling stress, making changing one's thought pattern the appropriate choice.

5. Which process describes the likelihood of candidates applying to an organization based on perceived value consistency?

A. Selection

B. Attraction

C. Attrition

D. Socialization

The process that describes the likelihood of candidates applying to an organization based on perceived value consistency is attraction. In this context, attraction refers to how potential applicants evaluate and are drawn to an organization based on its values, culture, and the overall fit they perceive between their personal values and those of the organization. When candidates see a strong alignment with their values and what the organization represents, they are more likely to apply for positions within that organization. Attraction is a crucial first step in the recruitment process, as it not only influences the initial interest of candidates but also sets the stage for a more targeted selection of individuals who are likely to thrive within the organizational environment. It highlights the importance of employer branding and the role that organizational culture plays in attracting top talent. In contrast, selection refers to the process of choosing the right candidates from those who have applied, attrition pertains to the turnover or loss of employees from the organization, and socialization involves the process by which new hires learn the ropes of the organization and adapt to its culture. Each of these processes operates at different stages of the employment cycle and does not specifically relate to the initial decision-making of candidates regarding whether to apply for a position.

6. What term describes the tendency to overemphasize internal factors in others' failures?

A. Self-serving bias

B. Fundamental Attribution Error

C. Recency

D. Contrast

The correct term for the tendency to overemphasize internal factors in others' failures is the Fundamental Attribution Error. This concept refers to the cognitive bias where people tend to attribute others' negative outcomes to their character or personality rather than considering external situational factors that may have played a role. For instance, if a colleague fails to complete a project on time, one might think they are lazy or careless instead of considering potential external pressures or obstacles they faced. This bias highlights a common human tendency to seek out stable dispositions in people's behavior, particularly when evaluating actions that lead to negative consequences. It's important to understand this bias as it can affect relationships and teamwork within organizations, leading to misunderstandings and conflicts. In contrast, the self-serving bias refers to the tendency of individuals to attribute their own successes to internal factors while blaming external factors for their failures. Recency and contrast typically relate to how recent information or contrasting stimuli affect perception and judgment but do not specifically address the attribution of others' failures. Understanding these distinctions can help in navigating interpersonal dynamics more effectively.

7. Which need reflects the desire to feel worthwhile and to achieve significant accomplishments?

- A. Belongingness needs**
- B. Esteem needs**
- C. Self-actualization needs**
- D. Physiological needs**

The correct choice is esteem needs, which are fundamentally about an individual's desire to achieve recognition and respect from others, as well as to have a sense of self-worth. Esteem needs encompass both the appreciation one seeks from others (such as status, recognition, and attention) and the self-esteem aspects, which are tied to personal achievements and mastery over tasks. This category is essential for motivating individuals to pursue significant accomplishments and to feel competent and valued in their endeavors. Belongingness needs refer to the human desire for interpersonal relationships and social connections, which focus more on forming bonds with others rather than on personal achievements or recognition. Self-actualization needs involve the pursuit of personal growth and realizing one's full potential, emphasizing creativity and self-improvement rather than external validation. Physiological needs are the basic requirements for human survival, such as food, water, and shelter, and do not directly relate to feelings of worth or accomplishment. Thus, esteem needs specifically address the desire to feel worthwhile and the recognition of one's accomplishments, making them the correct answer.

8. How would you describe individuals who expect a lot in return for minimal contributions?

- A. Benevolents**
- B. Takers**
- C. Entitleds**
- D. Givers**

The term "entitleds" accurately captures individuals who have a mindset of expecting significant rewards or benefits while contributing little in return. This perspective is characterized by a belief that they deserve special treatment or higher returns for their minimal input, which often stems from an inflated sense of self-worth or entitlement. In various organizational contexts, entitled individuals might push the boundaries of fairness, expecting others to accommodate their demands without reciprocation. This expectation can lead to imbalances in relationships, either in teams or organizations, causing frustration among peers who may feel they are putting in more effort or resources without receiving similar acknowledgment or returns. While the other terms represent different attitudes towards contributions and exchanges, they do not encapsulate the core idea of expecting much while giving little. "Benevolents" refer to those who give more than they expect in return, "takers" might seek to extract value without considering others but may contribute more than minimal effort, and "givers" are typically individuals who offer considerable support and contributions without an expectation of return. Thus, "entitleds" is the most fitting choice for the described behavior.

9. Which of the following is NOT one of Hofstede's Cultural Dimensions?

- A. Uncertainty Avoidance**
- B. Collectivist Orientation**
- C. Power Distance**
- D. Masculinity-Femininity**

The correct answer is that "Collectivist Orientation" is not one of Hofstede's Cultural Dimensions. Hofstede's framework for understanding cultural differences is based on six primary dimensions: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, Long-Term vs. Short-Term Orientation, and Indulgence vs. Restraint. In this context, "Collectivist Orientation" is a term that might refer to the broader concept of collectivism, which is indeed one of Hofstede's dimensions but is more accurately described as "Individualism vs. Collectivism." This distinction is important because Hofstede specifically identifies and delineates the dimensions to provide a structure for analyzing cultural differences in terms of behaviors, values, and beliefs rather than general terms. Understanding the individual dimensions within Hofstede's framework can help individuals and organizations navigate cross-cultural interactions, making it possible to recognize how cultural values can impact management practices and communication styles.

10. What is the primary purpose of a compensation system in organizations?

- A. To minimize employee turnover**
- B. To maximize employee motivation towards organizational goals**
- C. To ensure compliance with labor laws**
- D. To standardize employee performance evaluations**

The primary purpose of a compensation system in organizations is to maximize employee motivation towards organizational goals. A well-designed compensation system aligns the interests of employees with those of the organization by rewarding performance, encouraging productivity, and motivating individuals to achieve both personal and organizational objectives. When employees feel that their efforts are properly recognized and rewarded through competitive pay and benefits, they are more likely to be engaged in their work, leading to higher quality performance and commitment to the organization's goals. While minimizing employee turnover, ensuring compliance with labor laws, and standardizing performance evaluations are important aspects of managing human resources, they are more secondary or supportive functions rather than the central purpose of a compensation system. A focus solely on turnover may overlook the deeper motivational aspects that drive organizational success, while compliance with labor laws is a baseline requirement rather than a goal. Similarly, while performance evaluations are essential for measuring effectiveness, they work best when tied to a broader compensation strategy that promotes motivation and alignment with company values.