

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

## Study Guide



**Everything you need from our exam experts!**

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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 question seeks to understand if outcomes match others' experiences?**
  - A. Consensus**
  - B. Attributions**
  - C. First impression**
  - D. Distinctiveness**
  
- 2. What is the key difference of the Alderfer's ERG theory in relation to need satisfaction?**
  - A. It excludes social needs**
  - B. It requires a fixed order of needs**
  - C. It introduces frustration-regression**
  - D. It eliminates all lower-level needs**
  
- 3. Which aspect is critical for a painter when working on detailed projects?**
  - A. Physical strength**
  - B. Fine manipulative abilities**
  - C. Teamwork**
  - D. Time management**
  
- 4. Does Alderfer's theory suggest needs are fixed and unchangeable?**
  - A. Yes**
  - B. No**
  - C. Only for the existence needs**
  - D. Only for the growth needs**
  
- 5. What is the term for projecting our own thoughts, attitudes, and motivations onto others?**
  - A. Projection bias**
  - B. Stereotyping**
  - C. Attribution**
  - D. Perception bias**

- 6. Which trait is associated with a strong desire to develop strong relationships and avoid conflict?**
- A. Status striving**
  - B. Agreeableness**
  - C. Community striving**
  - D. Zero acquaintance situations**
- 7. Which term describes a strong emotional reaction characterized by feelings of insecurity and jealousy?**
- A. Neuroticism**
  - B. Differential exposure**
  - C. Positive affectivity**
  - D. Extraversion**
- 8. What type of cultural dimension involves the extent to which societies value individual vs. collective goals?**
- A. Individualism-Collectivism**
  - B. Power Distance**
  - C. Masculinity-Femininity**
  - D. Uncertainty Avoidance**
- 9. What describes the degree of agreement among employees about organizational processes?**
- A. Cultural Strength**
  - B. Customer Service**
  - C. Diversity**
  - D. Creativity**
- 10. Which type of ability is related to intelligence and problem-solving?**
- A. Cognitive ability**
  - B. Emotional ability**
  - C. Physical ability**
  - D. Social ability**

## Answers

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

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## **Explanations**

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**1. Which question seeks to understand if outcomes match others' experiences?**

**A. Consensus**

**B. Attributions**

**C. First impression**

**D. Distinctiveness**

The correct answer focuses on the concept of consensus, which refers to whether individuals agree on the same outcomes in a specific situation. Assessing consensus involves evaluating if others have had similar experiences or results, thereby confirming or challenging one's perceptions or conclusions. Essentially, it provides a mechanism for validating the accuracy of one's own experiences by comparing them with the experiences of others. This concept is particularly important in organizational behavior as it influences decision-making, team dynamics, and interpersonal interactions. By examining consensus, individuals can gain insights into the general acceptability of their perceptions and responses within a group, which is crucial for effective collaboration and communication. In contrast, the other answer choices touch on different aspects of perception and behavior in organizations. Attributions pertain to how individuals infer the causes of others' behaviors, first impressions deal with initial judgments based on limited information, and distinctiveness examines how a person behaves in different situations. None of these, however, directly address the concept of aligning one's experiences with those of others, which is precisely what the question seeks to uncover.

**2. What is the key difference of the Alderfer's ERG theory in relation to need satisfaction?**

**A. It excludes social needs**

**B. It requires a fixed order of needs**

**C. It introduces frustration-regression**

**D. It eliminates all lower-level needs**

Alderfer's ERG theory is an important advancement over Maslow's hierarchy of needs, primarily because it emphasizes the idea of frustration-regression. This concept suggests that if an individual is unable to satisfy higher-level needs (such as esteem or self-actualization), they may regress to lower-level needs (like existence or relatedness) to find satisfaction. For example, if someone is striving for personal growth but encounters barriers, they might shift their focus and invest more time and effort into nurturing their relationships or ensuring their basic existence needs are met. This flexibility in addressing needs reflects a more dynamic understanding of human motivation, allowing for movement both upwards and downwards in the hierarchy of needs, contrary to the more rigid sequential approach found in Maslow's original theory. The other options do not correctly highlight this core aspect of Alderfer's theory, which centers on the interaction and possible movement among different levels of needs rather than adhering to a strict pattern or excluding certain needs. This makes frustration-regression a vital component of understanding how individuals prioritize and address their motivational needs over time.

**3. Which aspect is critical for a painter when working on detailed projects?**

- A. Physical strength**
- B. Fine manipulative abilities**
- C. Teamwork**
- D. Time management**

Fine manipulative abilities are critical for a painter when working on detailed projects because this skill set allows the artist to execute precise movements and control the tools effectively. This precision is necessary for achieving intricate designs and subtle nuances in color, shading, and detail that detailed projects often require. Without refined manipulative abilities, a painter may struggle to create the desired outcomes, which can compromise the quality and effectiveness of their work. In contrast, while physical strength might be beneficial in certain situations, such as moving large canvases or supplies, it is not as essential for the intricacies of detailed painting. Teamwork can play a role in collaborative projects but is not a core requirement for individual detailed painting tasks. Time management is also important in ensuring deadlines are met, but it does not directly affect the ability to execute detailed work with precision. Thus, fine manipulative abilities stand out as the key aspect necessary for a painter engaged in detailed projects.

**4. Does Alderfer's theory suggest needs are fixed and unchangeable?**

- A. Yes**
- B. No**
- C. Only for the existence needs**
- D. Only for the growth needs**

Alderfer's theory, known as the ERG theory, posits that human needs are categorized into three groups: existence, relatedness, and growth. One of the central tenets of this theory is that these needs are not fixed or rigidly hierarchical as suggested by Maslow's hierarchy of needs. Instead, Alderfer proposed that individuals can experience different needs simultaneously and may move back and forth between these needs depending on their circumstances and experiences. For example, if an individual is pursuing growth needs but encounters frustration, they may regress to focusing on existence needs or relatedness needs in response to that frustration. This flexibility in the needs structure means that needs can change based on context rather than remaining static. Thus, the understanding is that needs evolve and can co-occur, allowing for a more dynamic view of human motivation compared to other theories that suggest a more linear progression through needs. This insight into the nature of needs according to Alderfer's theory is why the assertion that needs are fixed and unchangeable is incorrect; the theory promotes adaptability and fluidity in how individuals experience and prioritize their needs.

**5. What is the term for projecting our own thoughts, attitudes, and motivations onto others?**

**A. Projection bias**

**B. Stereotyping**

**C. Attribution**

**D. Perception bias**

The term that describes the act of projecting our own thoughts, attitudes, and motivations onto others is referred to as projection bias. This psychological concept suggests that individuals often assume that others share their beliefs and feelings, leading to misinterpretations of others' behaviors and actions. Projection bias can cloud judgment, as it causes individuals to overlook the unique perspectives and experiences of others. In contrast, stereotyping involves categorizing people based on generalized characteristics rather than individual traits, and attribution pertains to the process of explaining the causes of behavior, whether those are seen as internal (personal traits) or external (situational factors). Perception bias relates to how our experiences influence the way we perceive information and make judgments but does not specifically address the act of projecting one's internal states onto others. Therefore, projection bias is the most accurate term for this particular phenomenon.

**6. Which trait is associated with a strong desire to develop strong relationships and avoid conflict?**

**A. Status striving**

**B. Agreeableness**

**C. Community striving**

**D. Zero acquaintance situations**

The trait that is associated with a strong desire to develop strong relationships and avoid conflict is agreeableness. Individuals who score high in agreeableness tend to prioritize harmony in their interactions and are often seen as cooperative, empathetic, and compassionate. They are inclined to consider the feelings of others, seek consensus, and maintain positive social connections, which helps in conflict resolution and relationship building. This characteristic is crucial in team dynamics and organizational environments where collaboration and interpersonal trust are essential for success. Status striving refers to the desire to achieve high social status and often involves competition, which may not align with avoiding conflict or prioritizing relationships. Community striving encompasses goals related to contributing to society or community values but is not strictly focused on personal relationships or conflict avoidance. Zero acquaintance situations describe interactions between individuals who have never met before, which does not necessarily imply a focus on relationship building or avoidance of conflict. Thus, agreeableness stands out as the defining trait for cultivating relationships and minimizing tensions.

**7. Which term describes a strong emotional reaction characterized by feelings of insecurity and jealousy?**

- A. Neuroticism**
- B. Differential exposure**
- C. Positive affectivity**
- D. Extraversion**

The term that describes a strong emotional reaction characterized by feelings of insecurity and jealousy is neuroticism. Neuroticism refers to a personality trait that encompasses emotional instability and an increased tendency toward experiencing negative emotions such as anxiety, fear, anger, and jealousy. Individuals high in neuroticism may be more sensitive to stress and more likely to interpret situations as threatening, which can lead to feelings of insecurity. This trait can significantly impact how one reacts emotionally to various situations, often leading to intense feelings of jealousy when faced with perceived threats to their relationships or self-worth. In contrast, differential exposure refers to the variation in experiences one might encounter, typically influencing the stressors faced. Positive affectivity is about the tendency to experience positive emotions and engage with the world in an optimistic manner, which is quite different from feelings of insecurity and jealousy. Extraversion relates to how outgoing and socially engaged an individual is, which does not inherently include negative emotional reactions or feelings of jealousy. Thus, neuroticism is the most fitting term for this scenario, as it directly connects to the emotional instability and negative feelings described.

**8. What type of cultural dimension involves the extent to which societies value individual vs. collective goals?**

- A. Individualism-Collectivism**
- B. Power Distance**
- C. Masculinity-Femininity**
- D. Uncertainty Avoidance**

The type of cultural dimension that involves the extent to which societies value individual versus collective goals is the Individualism-Collectivism dimension. This concept, introduced by Geert Hofstede, identifies how different cultures prioritize independence and personal achievement against group cohesion and collective welfare. In individualistic cultures, such as those found in the United States and many Western countries, personal goals, autonomy, and individual rights are emphasized. People are often judged based on their abilities and accomplishments, which fosters self-reliance and personal initiative. In contrast, collectivist cultures, common in many parts of Asia, Africa, and Latin America, prioritize group goals, interdependence, and the well-being of the community over the interests of the individual. Here, individuals identify more strongly with their social groups, such as family or community, and the success of the group is seen as significant as or more significant than personal achievements. Understanding this cultural dimension is crucial for managing people in organizations, as it influences team dynamics, communication styles, and leadership approaches across different cultural contexts.

**9. What describes the degree of agreement among employees about organizational processes?**

- A. Cultural Strength**
- B. Customer Service**
- C. Diversity**
- D. Creativity**

Cultural strength refers to the degree of shared values, beliefs, and norms among employees within an organization. A strong organizational culture fosters a consensus on how things should be done, which translates into a high level of agreement regarding organizational processes. When employees are aligned in their understanding and expectations of processes, it leads to smoother operations, enhanced collaboration, and improved organizational effectiveness. In contrast, customer service pertains to the interaction between employees and customers and does not directly address internal agreement among employees about processes. Diversity is focused on the inclusion of various demographic and experiential differences within the workforce, which can enrich an organization but may not necessarily influence the uniformity of agreement on processes. Creativity relates to the generation of new ideas and innovation, which, while valuable, does not inherently reflect the shared understanding or agreement about organizational procedures. Thus, cultural strength is the most accurate descriptor of agreement among employees pertaining to organizational processes.

**10. Which type of ability is related to intelligence and problem-solving?**

- A. Cognitive ability**
- B. Emotional ability**
- C. Physical ability**
- D. Social ability**

Cognitive ability is fundamentally associated with intelligence and problem-solving skills. It encompasses mental processes such as reasoning, memory, comprehension, and the capacity to learn. Individuals with strong cognitive abilities can process information efficiently, analyze complex situations, and draw logical conclusions. These skills are crucial for tackling problems and making informed decisions in various contexts, including the workplace. In contrast, emotional ability involves the capacity to understand and manage one's own emotions and the emotions of others, which is important for interpersonal relationships but does not directly relate to problem-solving in the same analytical way. Physical ability pertains to the strength, stamina, and dexterity of an individual, which is more relevant to tasks requiring physical performance rather than cognitive tasks. Social ability involves skills related to interacting effectively with others, such as communication and teamwork. While valuable, these abilities do not directly link to core problem-solving functions driven by cognitive processing.

## 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](mailto:hello@examzify.com).**

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

**<https://tamu-mgmt363exam2.examzify.com>**

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

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