

University of Central Florida (UCF) MAN6245 Organizational Behavior and Development Final Practice Exam (Sample)

Study Guide



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SAMPLE

Questions

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1. What does 'span of control' refer to?
 - A. The overall size of the organization
 - B. The number of people reporting directly to a single manager
 - C. The degree of autonomy given to employees
 - D. The total number of managers in an organization
2. Which assessment method is designed to measure "hands-on" skills for a job?
 - A. Cognitive Ability Tests
 - B. Behavioral Interviews
 - C. Performance Tests
 - D. Situational Interviews
3. Which culture type values flexibility and looks outside the organization?
 - A. Clan culture
 - B. Hierarchy culture
 - C. Market culture
 - D. Adhocracy culture
4. Which frame in the Four Frames Model can be likened to a factory?
 - A. Human Resources Frame
 - B. Structural Frame
 - C. Political Frame
 - D. Symbolic Frame
5. Defining performance in the context of hiring should consider which factors?
 - A. Fairness, feasibility, and personal preference
 - B. Fairness, feasibility, and job satisfaction
 - C. Fairness, feasibility, and team dynamics
 - D. Fairness, feasibility, and market trends

6. What are the four types of interventions mentioned in implementing change?
- A. Human Resources, Structural, Cultural, Political
 - B. Strategic, Social, Structural, Technological
 - C. Social, Technological, Behavioral, Structural
 - D. Human, Political, Technological, Strategic
7. What should be referred back to when evaluating sustaining change efforts?
- A. Performance indicators
 - B. Initial objectives of the change
 - C. Employee feedback
 - D. Market analysis reports
8. What is a primary characteristic of social loafing in team settings?
- A. Members readily contribute to discussions
 - B. Members tend to take on more responsibilities
 - C. Free riding on the efforts of others
 - D. Consistent engagement across all tasks
9. Which type of transactional leader behavior involves giving rewards for good performance?
- A. Management by exception
 - B. Contingent Reward behavior
 - C. Transformational inspiration
 - D. Collaborative governance
10. When evaluating change efforts, which measure focuses on predicting future performance rather than past outcomes?
- A. Lag measures
 - B. Lead measures
 - C. Historical analysis
 - D. Outcome-based measures

Answers

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

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Explanations

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1. What does 'span of control' refer to?

- A. The overall size of the organization
- B. The number of people reporting directly to a single manager
- C. The degree of autonomy given to employees
- D. The total number of managers in an organization

'Span of control' specifically refers to the number of employees or subordinates who directly report to a single manager. This concept is crucial in organizational design and structure, as it influences communication, authority, and the manager's ability to supervise effectively. A narrower span of control typically allows for more direct supervision of employees, fostering closer relationships and more personalized management. Conversely, a wider span can encourage greater employee autonomy and self-management but may present challenges in supervision and support. Understanding span of control is essential as it impacts organizational efficiency and can affect both employee morale and productivity. A manager with too many direct reports may struggle to provide adequate guidance or support, while too few can lead to underutilization of managerial resources.

2. Which assessment method is designed to measure "hands-on" skills for a job?

- A. Cognitive Ability Tests
- B. Behavioral Interviews
- C. Performance Tests
- D. Situational Interviews

The assessment method designed specifically to measure "hands-on" skills for a job is performance tests. These tests simulate the actual tasks that a job requires, allowing candidates to demonstrate their practical abilities in real-world scenarios. Performance tests are particularly effective in evaluating technical skills, craftsmanship, or any skill that requires the application of knowledge and competencies in a tangible setting. Other assessment methods may evaluate different aspects of a candidate's suitability for a role. For example, cognitive ability tests focus on measuring intellectual capabilities such as reasoning, memory, and problem-solving skills, rather than practical or hands-on skills. Behavioral interviews look for past behaviors and experiences that indicate how a candidate might handle future situations but do not provide a direct assessment of hands-on skills. Similarly, situational interviews present hypothetical scenarios to gauge how a candidate would react but do not test actual skill execution. Performance tests, therefore, uniquely fit the requirement of assessing practical job skills directly.

3. Which culture type values flexibility and looks outside the organization?

- A. Clan culture
- B. Hierarchy culture
- C. Market culture
- D. Adhocracy culture

The culture that values flexibility and focuses on external opportunities is indeed adhocracy culture. This type of culture is characterized by a dynamic and entrepreneurial environment where innovation is highly encouraged and risk-taking is seen as a positive trait. Organizations with an adhocracy culture prioritize creativity and adaptiveness, allowing them to respond quickly to changes in the market and client needs. These organizations often look beyond their internal operations to capitalize on new trends and opportunities, which fosters an environment of experimentation. The focus is on collaboration and innovation, differentiating it from cultures that prioritize stability or control. Adhocracy culture supports initiatives that propel the organization forward by embracing new ideas and encouraging employees to think outside traditional boundaries. This is essential for organizations operating in fast-moving industries where adaptability can lead to significant competitive advantages.

4. Which frame in the Four Frames Model can be likened to a factory?

- A. Human Resources Frame
- B. Structural Frame
- C. Political Frame
- D. Symbolic Frame

The Structural Frame in the Four Frames Model is appropriately likened to a factory because it emphasizes the importance of organization, hierarchy, and clear roles within an institution. This frame focuses on how an organization is designed, including its systems, processes, and structure. Just as a factory relies on efficient workflows, division of labor, and a systematic approach to production, the Structural Frame highlights the need for defined relationships and processes to achieve organizational goals effectively. The essence of the Structural Frame lies in its focus on the alignment of the organization's structure with its objectives, much like how a factory must be organized to maximize productivity and meet demand. This includes considerations of bureaucratic practices, job descriptions, reporting relationships, and coordination mechanisms, all of which are crucial for operational efficiency. In contrast, the other frames—Human Resources, Political, and Symbolic—emphasize different aspects such as people, power dynamics, and cultural meanings within organizations, which do not align as closely with the factory analogy.

5. Defining performance in the context of hiring should consider which factors?

A. Fairness, feasibility, and personal preference

B. Fairness, feasibility, and job satisfaction

C. Fairness, feasibility, and team dynamics

D. Fairness, feasibility, and market trends

Defining performance in the context of hiring must consider various factors that reflect the overall effectiveness and suitability of an individual for a role. The correct answer emphasizes fairness, feasibility, and personal preference. Fairness ensures that the metrics used to evaluate performance are equitable and impartial. This component is crucial because it helps in building a transparent hiring process that all candidates can trust, ultimately enhancing the organization's reputation and fostering a positive workplace culture. Feasibility pertains to the practicality of the performance expectations set for the role. This factor is essential because it aligns candidates' capabilities with the organization's needs and resources, ensuring that the expectations are realistic and achievable. Personal preference acknowledges the individual motivations and values of candidates. Understanding what drives a candidate can significantly influence their performance, engagement, and long-term satisfaction in their role. Taking personal preference into account allows organizations to tailor their hiring and management practices to better align with what candidates seek in their professional lives, fostering a more harmonious work environment. While the other options include relevant elements such as job satisfaction, team dynamics, and market trends, they do not encapsulate the broader scope of factors that directly pertain to defining performance in the comprehensive way that the correct choice does.

6. What are the four types of interventions mentioned in implementing change?

A. Human Resources, Structural, Cultural, Political

B. Strategic, Social, Structural, Technological

C. Social, Technological, Behavioral, Structural

D. Human, Political, Technological, Strategic

The four types of interventions in implementing change are generally categorized into different frameworks that encompass various dimensions of an organization. The correct grouping includes Strategic, Social, Structural, and Technological interventions. Strategic interventions focus on changing or aligning the strategic direction of the organization with its goals and market environment. This could involve modifying business models, setting new strategic priorities, or realigning resources to support new initiatives. Such changes are crucial for ensuring that the organization remains competitive and can effectively respond to external challenges. Social interventions emphasize the human aspects of change, covering areas such as team dynamics, communication, leadership styles, and employee engagement. These interventions recognize that people are at the heart of successful organizational change, and fostering a positive culture and effective collaboration is essential. Structural interventions involve altering the organization's structure to improve efficiency and support new strategies. This might include restructuring teams, revisiting reporting lines, or redefining job roles to better fit the change initiatives in place. Technological interventions relate to implementing new technologies or systems that can enhance productivity, streamline operations, or facilitate communication and information sharing within the organization. This could encompass anything from adopting new software tools to overhauling IT infrastructure. Together, these four types of interventions provide a comprehensive approach to managing change, addressing both the

7. What should be referred back to when evaluating sustaining change efforts?

- A. Performance indicators
- B. Initial objectives of the change
- C. Employee feedback
- D. Market analysis reports

When evaluating sustaining change efforts, it is crucial to refer back to the initial objectives of the change. These objectives provide a clear framework for what the change was intended to achieve and serve as benchmarks against which progress can be measured. By comparing the current state of the organization to these initial goals, leaders can assess whether the change has been successful in delivering the anticipated outcomes. Referencing the initial objectives helps ensure that efforts remain focused and aligned with the overarching vision for the change initiative. It also aids in identifying any gaps between expected and actual results which can inform necessary adjustments. This focus on the original intent of the change can motivate stakeholders and teams to recommit to the goals and reinforce the importance of the change process. While performance indicators, employee feedback, and market analysis reports are valuable tools in understanding the impact of change, they should be viewed through the lens of the initial objectives. These objectives are the foundation upon which all evaluation processes should be built, guiding how other data should be interpreted and utilized.

8. What is a primary characteristic of social loafing in team settings?

- A. Members readily contribute to discussions
- B. Members tend to take on more responsibilities
- C. Free riding on the efforts of others
- D. Consistent engagement across all tasks

In team settings, social loafing is primarily characterized by individuals who engage in free riding on the efforts of their teammates. This phenomenon occurs when some members put forth less effort or rely on others to carry the workload, resulting in an overall decrease in group productivity. The notion is that individuals may feel less accountable for the collective outcomes of the group when they believe that their contribution is not crucial, or when they think that others will compensate for their lack of effort. This behavior can be detrimental to team dynamics and effectiveness, as it leads to unequal participation and can diminish motivation among those who are contributing actively. The other options do not align with the concept of social loafing because they suggest positive and proactive engagement from team members, which contrasts with the essence of social loafing that highlights disengagement and reliance on others.

9. Which type of transactional leader behavior involves giving rewards for good performance?

- A. Management by exception
- B. Contingent Reward behavior
- C. Transformational inspiration
- D. Collaborative governance

The correct answer is contingent reward behavior, which is a key aspect of transactional leadership. This type of leader behavior is characterized by the use of rewards to motivate subordinates when they meet certain performance criteria or achieve specific goals. The premise behind this approach is that employees will be driven to perform well when they see a direct link between their efforts and the rewards they receive. In contingent reward behavior, leaders clearly communicate expectations and the rewards that will follow when those expectations are met. This creates a structured environment where employees understand the incentives tied to their performance, which can enhance motivation and job satisfaction. It effectively establishes a straightforward exchange: if the employee performs well, they receive rewards, such as bonuses, recognition, or other benefits. While management by exception focuses on addressing deviations from expected performance, it does not inherently involve offering rewards. Transformational inspiration emphasizes motivating and inspiring employees to exceed their own interests for the greater good, which goes beyond mere transactional exchanges. Collaborative governance refers to a collective and participative approach to decision-making, distinct from the one-on-one reward system characteristic of transactional leadership. Thus, the defining focus of contingent reward behavior on providing rewards for good performance makes it the right choice.

10. When evaluating change efforts, which measure focuses on predicting future performance rather than past outcomes?

- A. Lag measures
- B. Lead measures
- C. Historical analysis
- D. Outcome-based measures

The measure that focuses on predicting future performance rather than past outcomes is lead measures. Lead measures are proactive indicators that help organizations anticipate and influence future results. They are often based on behaviors or activities that can drive success and are actionable, allowing teams to make adjustments in real-time to improve outcomes. In contrast, lag measures reflect metrics based on historical data and outcomes, assessing past performance rather than providing insights into future capabilities or directions. Historical analysis and outcome-based measures also primarily look back at what has happened rather than offering predictive insights. This forward-looking perspective of lead measures makes them particularly valuable for organizations aiming to implement change and drive improvement effectively.