

1. A student has calculated that he will pass his course if he obtains a grade of 1 (out of 10) for his final test. Because of this, he decides not to study for the final test.

What determinant of effort can be identified here?

1. Valence
2. Instrumentality
3. Expectancy
4. Equity

2. (Adams' equity-theory) If someone else needs to put in more effort than you to receive the same reward as you, you will experience this as:

1. Positive equity
2. Negative equity
3. Positive inequity
4. Negative inequity

3. Management by objectives is a type of management that is based on

1. Adams' equity-theory
2. Herzberg's motivator-hygiene-theory
3. The goal-setting theory of Locke and Latham
4. Vroom's profit maximisation theory

4. 360° feedback is feedback that an employee does receives not only...

- a. regarding his/her performance but also about his/her motivation, work procedure and competences
- b. about what went wrong, but also about what went well
- c. from his/her boss, but also from co-workers, and other people
- d. from human informants but also from other possible data-sources, such as objective performance measures

5. 'Questions about authority and power are resolved through unemotional, matter-of-fact group discussion'

This is generally seen in groups after they have reached the stadium of...

- a. forming
- b. adjourning
- c. norming
- d. performing

6. Having multiple groups work independently on the same problem at the same time is an intervention method aimed at preventing

- a. Social loafing
- b. Group process losses
- c. Intra-group competition
- d. Groupthink

7. When talking about team-effectiveness, we do *not* refer to

- a. the quality of the team performance
- b. the satisfaction of the team members
- c. the competences within the team
- d. de continuity of the team

8. A quality circle:

- a. Is a type of project team
- b. Is *crossfunctional*, that is, consists of people from different work area (often with one representative per work field)
- c. (Only) has advisory power
- d. Only works if at least 25-30 people participate on a regular basis

9. What is not mentioned by Buelens et al. as a strategy for coping with work stress?

- a. Control strategy
- b. Prevention strategy
- c. Symptom management strategy
- d. Escape strategy

10. 'Work stress becomes apparent (*according to the job demand-control model from Karasek*) if ...

- a. ... psychological demand is high and decision latitude is low'
- b. ... psychological demand is low and decision latitude is low'
- c. ... psychological demand is high and decision latitude is high'
- d. ... psychological demand is low and decision latitude is high'

11. According to Buelens et al. an organisational culture fulfils four functions. Which of the one below is *not* one of them?

- a. It facilitates the creation of a collective commitment
- b. It increases the stability of the social system of the organisation.
- c. It provides its members with an 'organisational identity'
- d. It determines the status hierarchy within the organisation

12. On which of these culture dimensions of Hofstede and Bond do the USA (and, by the way, the Netherlands as well) score very high?

- a. power distance
- b. masculinity
- c. individualism
- d. uncertainty avoidance

13. The term 'availability' in the concept 'availability heuristic' refers to the availability of

- a. Decision criteria
- b. Information
- c. Solutions
- d. Feedback

14. What three 'streams of events' form, among others, the building blocks of the Garbage Can Model of decision making?

- a. problems, solutions, choice opportunities
- b. solutions, choice opportunities, choice criteria
- c. problems, choice opportunities, choice criteria
- d. problems, solutions, choice criteria

15. If, as the coach of a premier league soccer team, you base your decision of who will play entirely on your database with players' past performance and adversary statistics, with a linked computer program, you are using the following decision strategy:

- a. Aided-analytic
- b. Unaided-analytic
- c. Aided-nonanalytic
- d. Unaided-nonanalytic

16. De Delphi-techniek and the NGT (Nominal group-technique) have in common that:

- a. they can be used to speed up the process of decision making in groups
- b. they are used to promote equal input of participants to the decision making process
- c. both methods allow a maximum of room for groupthink
- d. in both methods the participants of the group decision making don't see each other

17. Which power base is most related to charismatic leadership?

- a. legitimate power
- b. reward power
- c. referent power
- d. expert power

18. Meta-analyses about 'gender and leadership' show that female leaders

- (A) are equally effective as male leaders
- (B) tend to fulfill the same type of leadership roles as male leaders

- a. A is correct and B is correct
- b. A is correct and B is incorrect
- c. A is incorrect and B is correct
- d. A is incorrect and B is incorrect

19. The results of the Ohio-studies on leadership led to the distinction between 'initiating structure' and 'consideration'. This is a distinction in

- A. behavioural styles
- B. behavioural dimensions
- C. leadership traits
- D. leadership needs

20. The idea of unfreezing-changing-refreezing comes from

- a. Weick
- b. Festinger
- c. Kotter
- d. Lewin

21. I. The OD- (organisation development) approach of organisational change fits completely with the 'Theorie O'-approach to organisational change

II. 'Creating a learning organisation' fits completely with the 'Theorie E'-approach to organisational change

- a. (I) is correct, (II) is correct
- b. (I) is correct, (II) is incorrect
- c. (I) is incorrect, (II) is correct
- d. (I) is incorrect, (II) is incorrect

22. What type of responsibility forms the basis of Carroll's responsibilities pyramid?

- a. economic responsibilities
- b. legal responsibilities
- c. ethical responsibilities
- d. philanthropic responsibilities

Question	Correct answer
1	B
2	C
3	C
4	C
5	C
6	D
7	C
8	C
9	B
10	A
11	D
12	C
13	B
14	A
15	A
16	B
17	C
18	B
19	B
20	D
21	B
22	A