



Module 2 Exam

Instructions - read this carefully

- This is an exam. Do not talk.
- Books, notes, and electronic devices including calculators, must be put completely away, out of sight.
- **Do not begin the exam** until you are told to begin.
- Once you leave the exam room, you may not return. No bathroom or other breaks during the exam.
- Place your Scantron on top of the envelope for your exam version (A, B, C, D).
- Hold onto the exam when you leave. It may come in handy if you forget to answer question 38.
- If you do not have a Scantron form/pencil you can purchase one now for \$10. Take your seat, raise your hand and wait with your \$10.
- Any contravention of these instructions will lead to your ejection from the exam with zero points.
- While you are waiting to begin, enter the following information on your Scantron:

Scantron field	Information to enter	Example
"Name"	Your name – last and then first	LAST, First
"Subject"	Your Student ID Number	XXXX-XXXX
"Test No."	Your exam version letter (B) <u>AND</u> the unique ID number (0 to 99999) in question 38	B ##### (number from Q38)
"Date"	Module number for this exam	2
"Hour (Period)"	Your Discussion Section number – see below	101, 102, ...

Section	Day / Time	GSI Name
101	Tu 8-9am	Jonathan Heyne
102	Tu 9-10am	Dan Githinji
103	Tu 10-11am	Dan Githinji
104	Tu 11am-12pm	Rohan Kapuria
105	Tu 12-1pm	Ignacio Errazuriz
106	Tu 1-2pm	Ignacio Errazuriz
107	Tu 2-3pm	Andy Kang
108	Tu 3-4pm	Darren Le
109	Tu 4-5pm	Andy Kang
110	We 9-10am	Rohan Kapuria
111	We 10-11am	Victor Villalobos
112	We 11am-12pm	Victor Villalobos

Section	Day / Time	GSI Name
113	We 12-1pm	Stan Cataldo
114	We 1-2pm	Diego Butrich
115	We 3-4pm	Diego Butrich
116	We 4-5pm	Rajasi Desai
117	We 5-6pm	Ignacio Errazuriz
118	Th 8-9am	Jose Becerra
119	Th 9-10am	Deepak Nainani
120	Th 10-11am	Deepak Nainani
121	Th 11am-12pm	Rajasi Desai
122	Th 12-1pm	Stan Cataldo
123	Th 1-2pm	Jose Becerra
124	Th 2-3pm	Darren Le

IMPORTANT NOTE: IN THE EVENT YOU DO NOT WRITE YOUR UNIQUE EXAM NUMBER ON THE SCANTRON (Questions 37 and 38), OR YOUR EXAM NUMBER DOES NOT MATCH THAT SHOWN ABOVE, OR IT HAS BEEN USED BY ANOTHER STUDENT, YOU WILL AUTOMATICALLY SCORE A ZERO ON THIS TEST.

UGBA 10 MODULE 2 EXAM

1. Which federal law made it illegal to reject a qualified applicant for a job on the basis of his or her religion?
 - a. The Fair Employment and Housing Act
 - b. The Fair Labor Standards Act
 - c. The Americans with Religious Freedom Act
 - d. The Civil Rights Act of 1964

SEX, race, national origin, religion
2. What protection from discrimination do Californians enjoy that American employees under federal law do not?
 - a. A person's ancestry
 - b. A person's sexual orientation
 - c. A person's disability status
 - d. A person's marital status
3. Which of the following is FALSE regarding sexual harassment law?
 - a. Sexual harassment is sex discrimination.
 - b. Sexual harassment charges are judged from the perspective of a "reasonable woman."
 - c. Employees are protected from sexual harassment by customers and contractors.
 - d. Sexual harassment does not apply to harassment by members of the same sex (gender).
4. According to California Wage Orders, you would earn overtime pay as an hourly employee under which of the following conditions?
 - a. Every time you work more than 8 hours in a single day.
 - b. After you work 35 hours in a single week.
 - c. When you work more than 100 hours in a single month.
 - d. When working overtime is approved ahead of time by management.
5. The U.S. Supreme Court case stated that an organization cannot discriminate against a majority (Whites) in order to give advantage to a minority (African Americans and Hispanics) because it is reverse discrimination. What was this case called?
 - a. Bakke v. University of California Regents
 - b. Meritor Savings Bank v. Vinson
 - c. Griggs v. Duke Power
 - d. Benson v. Safeway Stores
6. Which of the following is lawful (legal) according to Affirmative Action, the Executive Order signed by President Lyndon Johnson?
 - a. A minority applicant is hired even though he was less qualified than a majority applicant.
 - b. A majority applicant is hired even though he was less qualified than a minority applicant.
 - c. A minority applicant is hired even though he and a majority applicant were equally qualified.
 - d. A majority applicant is hired even though she and the minority applicant were equally qualified.

7. According to the Status Report presented in the first lecture, which of the following is TRUE?
- a. The US Labor Force will decrease as a percentage of the population even though the US population will increase from 2014-2024.
 - b. The number of jobs in the US will decline from 160 million to 150 million by 2024.
 - c. ~~The median age of the US population will start declining in 2014.~~
 - d. ~~Baby Boomers will fill the jobs that Baby Busters leave after retirement.~~
8. Of the following list of jobs, which one will decrease the most in the future?
- a. Accountants and auditors
 - b. Cartographers, photogrammetrists
 - c. Social workers
 - d. Computer programmers
9. On average, US high school graduation rates. . .
- a. ~~Have been increasing to almost 90% with improvements in school funding and teacher training.~~
 - b. ~~Are about the same across the US—there are no differences in graduation rates by state.~~
 - c. Are about the same across racial groups.
 - d. Show that approximately 30% of high school age youth who do not graduate cannot qualify for 90% of the jobs in the US economy.
10. For what purpose do organizations use the technique, "organizational analysis"?
- a. ~~To determine what mission statement will resonate the most with consumers in the marketplace.~~
 - b. ~~To determine what business goals to set for the following year.~~
 - c. To evaluate the internal resources they have in order to formulate a business strategy that can achieve organization goals.
 - d. To create an organizational structure that will enable employees to perform at their best.
11. I contrasted McDonald's Restaurants with In-N-Out Burger to illustrate which of the following points?
- a. Because their missions are different, the restaurants will have different business goals, different business strategies, and operate differently at the restaurant level.
 - b. The company's mission does not matter as much as how effectively employees in the restaurants do their jobs.
 - c. Even though the restaurants are in the same industry, they have vastly different customers.
 - d. The contrast is mostly superficial—they run their restaurants in the same way because they are serving the same food.
12. What went wrong with the Department of Homeland Security that led to the Hurricane Katrina disaster?
- a. Department of Homeland Security did not have sufficient government funds to evacuate residents from New Orleans before the storm.
 - b. The Secretary of the Department of Homeland Security directed its agencies to focus on civil defense and counter terrorism and neglected natural disasters.
 - c. The Director of the Federal Emergency Management Agency couldn't focus on Katrina because there were multiple hurricanes at the same time.
 - d. President Bush was busy playing golf rather than helping Michael Chertoff make rescue plans for the residents caught in the storm.

13. Which of the following statements is ~~FALSE~~ regarding the relationships among job satisfaction, morale, performance, absenteeism, and turnover?
- a. Increasing job satisfaction will lead to increases in job performance.
 - b. Increasing job satisfaction and employee morale will lead to higher employee retention and commitment.
 - c. Increases in dissatisfaction will lead to decreases in job performance and increases in absenteeism and turnover.
 - d. Job dissatisfaction will lead high performers to leave the organization at a higher rate than low performers.
14. Which of the following statements is most consistent with how employees are motivated using Two-Factor Theory?
- a. Job behavior that is rewarded, is repeated. Job behavior that is not rewarded stops.
 - b. When employees are paid by the "piece," they will maximize their output in order to earn as much money as possible.
 - c. Employees who are paid the same as others with the same job but who put in more effort than their peers will reduce their effort to match others' input-output ratio.
 - d. For employees who have jobs that have desirable characteristics such as responsibility, recognition, achievement and meaningful work, the act of working becomes motivating.
15. If you were to apply Early Behavioral Theory to motivate teachers who work at Berkeley High School, which of the following would you do? *motivate*
- a. Pay those teachers by the hour so that teachers who put in more time get more pay than teachers who put in less time.
 - b. Do things that make the teachers feel important and special on a regular basis such as "teacher appreciation Fridays."
 - c. Create a room where teachers can socialize and do fun things together when they have breaks or after school.
 - d. Pay high performing teachers a bonus.
16. The "California Premium" refers to . . .
- a. The extra hour of pay given to an hourly employee who missed a meal or rest break when it was earned.
 - b. The amount of pay given to disabled employees to compensate for the accommodations they have to make when they do their work.
 - c. The extra protections given to California employees beyond those given to all employees under federal law.
 - d. Additional damages paid to people who suffer discrimination in California when they win their case in court.

17. According to the reading on culture and based on the culture lecture, what would you do as CEO of a company if you wanted to shape the company culture toward high levels of performance excellence?
- Tell employees at a company meeting that you expect higher levels of performance from them starting immediately.
 - ~~Direct managers to implement~~ a new policy in the form of a set of written rules indicating the number of hours employees should be working each week, the elimination of play time during work, and the introduction of daily check-ins with their manager to monitor completion of tasks.
 - Communicate through social media the vision you have for employees which includes "stepping up their game."
 - Show employees how you as CEO are increasing your own performance and pointing out members of the workforce who are doing the same and recognizing their efforts.
18. What was the most important point illustrated when free muffins were offered to students in class?
- A leader can change a norm by rewarding people when they do something that they previously thought was inappropriate.
 - ~~Good things can happen to good people.~~
 - Berkeley students are not internally controlled by conventional norms.
 - There is such a thing as a "free lunch."
19. What did the story about the Cal student named "Andrew" illustrate regarding social norms?
- ~~All people's behavior is controlled through social norms whether they realize it or not.~~
 - Sensitivity to social norms is necessary for a person to behave in a socially appropriate way.
 - Organizational policies and rules are necessary for controlling employee behavior—culture alone is not sufficient.
 - ~~If the penalty for inappropriate behavior is significant, then people will stop that behavior.~~
20. In class I presented a picture of Cal-themed clothing and a picture of Stanford-themed clothing. What reason did I give to explain students' reaction to these two pictures?
- The reactions illustrated the principles of intensity and agreement.
 - The lack of reaction to either picture indicated that students didn't have strong opinions about what to wear on campus.
 - The reaction to pictures showed what happens when you implement the strategies of recruiting and selection for culture fit.
 - The presentation of these pictures indicated that Cal students have a definite preference for the color navy blue.
21. Which of the following is FALSE regarding organizational structure?
- Organizational structure should change when the organization experiences unexpected success in the market.
 - Organizational structure should be built to withstand disruptions in the marketplace because it is important to stay "on course" for the long term.
 - ~~An organization's structure depends on many factors such as the mission, strategy, size and stage of maturity.~~
 - One of the primary responsibilities of a leader is knowing when the organizational structure needs to change.

22. What was the major point I made when I showed the Ben & Jerry's video?
- Performance follows function.
 - Structure follows strategy.
 - Leadership changes as the product changes.
 - ~~The personality of the founders sets the culture of the organization.~~
23. According to lecture, leadership would be smart to . . .
- ~~Give the most effective managers a low span of control.~~
 - Increase the specialization of high level jobs.
 - Increase the departmentalization of employees in order to increase communication across the organization.
 - Have about 7 direct reports to each manager, more or less.
24. A decentralized decision-making structure would have what effect?
- Work processes are standardized.
 - The status quo is maintained.
 - Managers can capitalize on local customer preferences and have discretion to satisfy local markets.
 - There is improved decision-making accuracy and acceptance by management.
25. One of the interesting things that happened during the jump rope demonstration was that during the "Maslow Theory" exercise, two volunteers refused to jump. What explanation was given for this behavior?
- When pay is linked to behaviors that are naturally motivating, a person will not perform the behavior unless he/she is paid.
 - When the students didn't feel like they were part of the social group, they refused to participate.
 - ~~When the students didn't feel like they got enough encouragement from the class (not enough clapping and cheering), it didn't seem worth the trouble to jump.~~
 - When jumping is not intrinsically interesting, it is difficult to get people to jump.
26. What do all the "intrinsic" theories of motivation have in common?
- The job itself or the act of doing the work has motivating properties.
 - People will work to satisfy their basic needs.
 - People will do whatever they can in order to maximize their gain.
 - People will work to receive valued outcomes.
27. According to lecture, which of the following should you do in order to effectively recruit and attract the right job applicants to your company?
- ~~Determine how to assess applicants' fit with the company culture.~~
 - ~~Determine to whom the applicant will report if hired in order to judge "compatibility."~~
 - Conduct a job analysis or study the ONET to gather information on the position to be filled.
 - ~~Hold a career fair open to the public so that you can identify applicants who you like and who you think "looks the part."~~

28. Which of the following is NOT a way that the ONET can be used?
- a. ~~To get information on~~ how much a particular job is paid, on average, in any state in the U.S.
 - b. ~~To learn what people in that job~~ generally do.
 - c. To learn which occupations have a bright outlook because they are expected to grow rapidly in the next several years or have a large numbers of job openings.
 - d. To get information on typical turnover rates per year for any occupation.
29. According to lecture, what makes a good predictor of future job behavior?
- a. ~~An accurate assessment of an applicant's motivation to perform well in the job.~~
 - b. An accurate assessment of an applicant's KSAs for the job.
 - c. An accurate assessment of an applicant's KSAs and motivation to perform well in the job.
 - d. ~~An accurate assessment of an applicant's degree of culture fit with the company.~~
30. In class I described the selection process of secret agents (spies) during World War II. In particular, I described a test job candidates were given called "The Stress Interview." This assessment was an example of
- a. A work sample.
 - b. A cognitive ability test.
 - c. An honesty test.
 - d. A personality test.
31. Which of the following interview questions would be the best predictor for the job of medical doctor?
- a. How many patients should a doctor see in a typical day?
 - b. ~~Tell me about a time when you had a family conflict—what was the most difficult part of resolving that conflict?~~
 - c. What classes did you enjoy most in college?
 - d. What would you do if a patient came to you in extreme pain but could not communicate to you where it hurt?
- ? 32. Which of the following is TRUE regarding the Americans with Disabilities Act?
- a. ~~Disabilities are a reasonable basis for rejecting an applicant for a job when accommodations have to be made for this applicant in the organization.~~
 - b. Qualified disabled applicants must be hired according to the law.
 - c. In order to qualify for a job, disabled applicants must show they have the KSAs to perform effectively on the job with or without accommodation.
 - d. ~~Even people who are temporarily disabled (a disability lasting less than six months) are covered by this law.~~
33. What does it mean if I say, "Leaders have to offer followers the WIFM they need in order to be a leader"?
- a. Leaders have to be strong and convince people that they are worthy of their loyalty.
 - b. People will follow a leader if the leader can provide to them a way to satisfy their needs.
 - c. ~~Leaders have to instill in people a fear of losing something valuable in order to win over their loyalty.~~
 - d. Just by being in their position, leaders have the WIFM that followers need.

34. Which of the following distinguishes leaders from managers, according to the reading?
- a. Managers maintain the status quo whereas leaders change the status quo.
 - b. Managers focus on the long term whereas leaders focus on the short term.
 - c. People become leaders because they possess charisma and if they don't possess charisma, they can only be managers.
 - d. Interestingly, leaders, on average, tend to be taller in height than managers.
35. What do the principles of resource allocation, economic incentives and organizational structure relate to?
- a. ~~How procedural justice breaks resistance to change.~~
 - b. ~~Why people engage in organizational change when they understand the problem that needs to be fixed.~~
 - c. This is the way organizational change occurs under the distributive justice approach.
 - d. ~~These are the components of "fair process."~~
36. Traits/Characteristics such as Self-awareness, Motivation, Empathy, and Social Skill are attributes that describe which approach to leadership?
- a. Charismatic leaders
 - b. Transformational leaders
 - c. Situational leadership
 - d. Emotional intelligence
37. I have carefully checked my Scantron. My Section number and name is correctly shown.
- a. Yes
 - b. No
38. This is version "B": fill in the "B" bubble for this question and write the letter and unique exam identifier "3168" in the "TEST NO." box of your Scantron.