

I . Choose the best answer for each of the following questions.(1for1,10%)

评分标准：此题共 10 分，答对 1 个得 1 分，答错不得分。

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

II . Please explain the following nouns in English. (5for1,25%)

1. **Organizational Commitment:** A state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.

2. **Social Loafing:** the tendency for individuals to expend less effort when working collectively than when working individually.

3. **Self-efficacy:** an individual's belief that he or she is capable of performing a task.

4. **Emotional Labor:** the employee's expression of organizationally desired emotions during interpersonal transactions at work.

5. **Cohesiveness:** Cohesiveness is the degree to which members are attracted to each other and are motivated to stay in the group.

III . Answer the following questions. (6for1,30%)

1. How can managers increase job satisfaction?

Answer: Job satisfaction can best be increased through the design of the work itself. Work that is challenging and interesting will lead to increased job satisfaction. Other factors that increase job satisfaction are good supervisors and co-workers, the ability to promote and to a lesser extent.

2. Identify and describe the five traits of the Big Five personality model.

Answer: 1) Extraversion: deals with the comfort level with relationships. Like the MBTI, this is contrasted with introversion. 2) Agreeableness: measures deference. 3) Conscientiousness: measures reliability. 4) Emotional Stability (or Neuroticism – its opposite): measures ability to handle stress. 5) Openness to Experience: measures the range of interests and fascination with novelty, a proxy for creativity.

3. People often use shortcuts such as selective perception and stereotyping to judge other people more quickly. What are the good and bad aspects of this type of perceptual “fast track”?

Answer: On the positive side, short cuts allow for fast interpretation of behavior with a minimum of actual thought. But this means that a person’s behaviors are far less likely to be interpreted correctly, resulting in perceptual error and decreasing the manager’s ability to accurately forecast behavior. Further, some perceptual filters, the halo effect and stereotyping in particular, can reduce workplace morale and could lead to legal action by the offended party.

4. How can managers help individuals become team players?

Answer: Managers can help individuals become team players by: (1) hiring the correct people (candidates that can fulfill their team roles as well as technical requirements), (2) training people to become team players (perhaps through outside consultants), and (3) ensuring the organizational reward systems are aligned to support good teamwork.

5. What is a positive organizational culture and what key variables are used in creating it?

Answer: A positive organizational culture is one that emphasizes building on employee strengths, rewards more than it punishes, and emphasizes individual vitality and growth. Key variables in creating positive culture are: (1) Building on Employee Strengths. The emphasis in positive cultures is in showing workers how to capitalize on their own strengths. (2) Rewarding More Than Punishing. Involves using relatively inexpensive rewards such as praise and positive reinforcement. Managers “catch employees doing something right.” (3) Emphasizing Vitality and Growth. Positive cultures emphasize individual growth: they want their employees to “be all they can be.”

IV. Case Analysis. (35%)

1.(15%)[Answer]:

Answer: 结合案例，根据激励理论知识进行分析并回答问题，依答题情况评分。

2.(20%) [Answer]:

Answer: 结合案例，根据组织文化理论知识分析并回答问题，依答题情况评分。