

西北师范大学商学院《组织行为学》双语试卷参考答案 A

**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.A 10.A

**II . Translate the following terms.(2for1,20%)**

- 1 工作参与
- 2 组织承诺
- 3 员工敬业度
- 4 情绪智力
- 5 参照群体
- 6 Groupthink
- 7 human skills
- 8 job satisfaction
- 9 organizational citizenship behavior
- 10 expectancy theory

**III . Please explain the following nouns in English. (4for1,20%)**

1. Psychological Empowerment. Employees' beliefs in the degree to which they affect their work environment, their competence, the meaningfulness of their job, and the perceived autonomy in their work.
2. *Social Loafing* : the tendency for individuals to expend less effort when working collectively than when working individually.
3. **Employee Involvement**: *a participative process that uses the input of employees to increase their commitment to the organization's success.*
4. Interacting Groups: groups in which the members meet face-to-face and rely on both verbal and nonverbal interaction to communicate with each other.
5. **Cohesiveness**. Cohesiveness is the degree to which members are attracted to each other and are motivated to stay in the group.

**IV . 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 group cohesiveness be increased?

Answer: Group cohesiveness can be increased by: (1) decreasing the size of the group, (2) encouraging group members to agree with the group's goals, (3) increasing the time members spend together, (4) increasing the status of the group and the perceived difficulty of obtaining membership in that group, (5) stimulating competition with other groups, (6) giving rewards to the group rather than to individual members, and (7) physically isolating the group.

5. How can managers help individuals become team players?

*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.*

6. 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."

## **V. Case Analysis. (10for1,10%)**

[Answer]:

- (1) 促使组织变革的动力和阻力主要来自组织内部和外部。
- (2) 应对变革的管理策略主要是激励学习、参与、鼓励等。

## **VI. Discuss (10for1,10%)**

[Answer]:

组织是由人组成的。在组织中，人们通过分工与协调来实现目标，人际关系具有非常重要的作用。展开论述，依论述情况酌情给分。