TEXAS A&M UNIVERSITY (TAMU) MGMT363 MANAGING PEOPLE IN ORGANIZATIONS EXAM 2 PRACTICE (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

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How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

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Questions

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1. Which personality trait best describes someone who is curious, imaginative, and sophisticated?

A. Conscientiousness

B. Openness to Experience

C. Agreeableness

D. Neuroticism

2. In motivational theories, what term describes the importance a person places on the outcomes of their efforts?

A. Incentive

B. Valence

C. Reward

D. Outcome value

3. What is the process of conducting a stress audit focused on?

A. Identifying stress management techniques

B. Finding the level and sources of stress

C. Evaluating organizational culture

D. Assessing employee satisfaction

4. What does the attentional process in learning involve?

A. Focusing on rewards

B. Observing a model's behavior

C. Remembering previous learning

D. Engaging in practice

5. What is the focus of Alderfer's ERG theory compared to Maslow's hierarchy?

A. Focus on self-actualization

B. Combination of needs

C. Defined hierarchy

D. Sequential activation

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6. Which of the following is a key element of expectancy theory?

A. Perceived rewards

B. Team collaboration

C. Past behaviors

D. Urgency of tasks

7. What term refers to a group within an organization that has different norms and values?

A. Countercultures

B. Subcultures

C. Networked

D. Diversity

8. What term describes a group with high sociability and low solidarity that fosters creativity?

A. Networked

B. Communal

C. Customer Service

D. Diversity

9. Cognitive ability is known to have a _____ correlation with job performance.

A. Weak

B. Moderate

C. No

D. Strong

10. What does the symbol of success represent in a motivational context?

A. Achievement

B. Respect

C. Freedom

D. Self-efficacy

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Answers

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

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Explanations

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1. Which personality trait best describes someone who is curious, imaginative, and sophisticated?

A. Conscientiousness

B. Openness to Experience

C. Agreeableness

D. Neuroticism

The best choice for a personality trait that describes someone who is curious, imaginative, and sophisticated is Openness to Experience. This trait is associated with a willingness to engage with new ideas, experiences, and unconventional concepts. Individuals high in Openness tend to seek out novel experiences and are often more creative, embracing variety and spontaneity in their lives. Curiosity and imagination directly align with the attributes of Openness to Experience, as those with this trait enjoy exploring different perspectives and actively engaging in intellectual pursuits. Their appreciation for art, adventure, and diverse approaches showcases their sophisticated nature, as they often embrace complexity and nuance in their thought processes. In contrast, other personality traits such as Conscientiousness, Agreeableness, and Neuroticism do not encapsulate these aspects. Conscientiousness relates more to organization and dependability rather than curiosity, while Agreeableness focuses on being compassionate and cooperative rather than imaginative. Neuroticism involves emotional instability and anxiety, which does not align with the positive traits of curiosity and sophistication. Thus, Openness to Experience is the most appropriate descriptor for the individual in question.

2. In motivational theories, what term describes the importance a person places on the outcomes of their efforts?

A. Incentive

B. Valence

C. Reward

D. Outcome value

The term that describes the importance a person places on the outcomes of their efforts is valence. In motivational theories, particularly in Expectancy Theory, valence refers to the value that an individual assigns to a specific outcome. It indicates how much a person desires or values the results that they expect to achieve from their efforts. For example, if a person perceives a promotion or a bonus as highly desirable, they will assign a high valence to those outcomes, motivating them to work harder. This concept plays a critical role in understanding motivation, as it emphasizes that people are not just motivated by the effort they put in but significantly by how much they value what they might achieve as a result. The other terms, while related to motivation, do not capture this specific aspect of assigning importance to outcomes as effectively as valence does. Incentives can represent motivators or rewards, and rewards themselves are the actual positive outcomes, but they don't represent the individual's subjective value of those outcomes. Outcome value is also not a standard term used in theory; instead, valence specifically denotes individual preference and importance placed on the outcomes of their actions.

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3. What is the process of conducting a stress audit focused on?

A. Identifying stress management techniques

B. Finding the level and sources of stress

C. Evaluating organizational culture

D. Assessing employee satisfaction

The process of conducting a stress audit primarily focuses on finding the level and sources of stress within an organization. This involves systematically evaluating various aspects of the workplace to understand where stress originates, such as workload, workplace environment, or interpersonal dynamics among employees. By identifying these stressors, the organization can take appropriate steps to manage or mitigate them, enhancing overall employee wellbeing and productivity. Understanding the specific levels of stress helps in pinpointing areas that require intervention, whether it be through modifying work processes, improving communication, or providing resources for better stress management. This targeted approach is essential for fostering a healthier work environment and addressing the needs of employees effectively. The other choices, while important aspects of organizational health, do not directly relate to the core purpose of a stress audit. For instance, identifying stress management techniques may come after discovering the sources of stress, and evaluating organizational culture or assessing employee satisfaction can provide valuable insights, but they are not the primary focus of a stress audit itself.

4. What does the attentional process in learning involve?

A. Focusing on rewards

B. Observing a model's behavior

C. Remembering previous learning

D. Engaging in practice

The attentional process in learning is primarily about observing a model's behavior. This phase is crucial because it involves the learner actively watching and taking in the actions, techniques, and strategies demonstrated by someone else. By focusing on a model, individuals can acquire new behaviors and skills by noting not just what the model does, but also the context and nuances surrounding those actions. This observational learning is foundational in social learning theory, emphasizing that attention to a model's behavior is essential for successful skill acquisition. It highlights the importance of models in the learning environment – whether they are peers, teachers, or other influential figures – as learners are often more likely to imitate behaviors they find compelling or relevant. In contrast, focusing solely on rewards, remembering previous learning, or engaging in practice may enhance learning or motivation, but they do not directly address the attentional process involved in the initial stages of observational learning. Observing a model's behavior is the first and critical step towards learning new actions and competencies.

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5. What is the focus of Alderfer's ERG theory compared to Maslow's hierarchy?

A. Focus on self-actualization

B. Combination of needs

C. Defined hierarchy

D. Sequential activation

Alderfer's ERG theory emphasizes the idea that human needs can be categorized into three groups: Existence, Relatedness, and Growth. Unlike Maslow's hierarchy of needs, which suggests that individuals must satisfy lower needs before progressing to higher-level needs in a fixed order, ERG theory allows for a more flexible approach. It recognizes that individuals can pursue multiple needs simultaneously and can shift their focus among these needs based on their circumstances. This is significant because it acknowledges that individuals do not always follow a strict sequence in fulfilling their needs; for instance, someone may prioritize the need for relatedness even when some of their existence needs have not been fully met. Therefore, the combination of needs is a central theme in Alderfer's theory, illustrating the complexity and variation in human motivation compared to the linear progression suggested by Maslow. This flexibility can better reflect real-life situations where individuals deal with various needs in a more interwoven manner rather than a strict hierarchy.

6. Which of the following is a key element of expectancy theory?

A. Perceived rewards

B. Team collaboration

C. Past behaviors

D. Urgency of tasks

Expectancy theory, developed by Victor Vroom, posits that individuals are motivated to act in a certain way based on the expected outcomes of their actions. A fundamental premise of this theory is the role of perceived rewards, which are seen as essential for motivating behavior. When individuals believe that their efforts will lead to desired rewards, they are more likely to engage in the behaviors necessary to achieve those rewards. Essentially, expectancy theory emphasizes the connection between effort, performance, and the probability of attaining valued outcomes. While team collaboration, past behaviors, and urgency of tasks can influence motivation to some degree, they are not primary components of expectancy theory itself. Team collaboration might improve performance or the work environment but does not directly relate to how expectations shape motivation according to this theory. Past behaviors may influence future actions but are not a core element of the expectancy model. Similarly, urgency of tasks could impact focus or prioritization, yet it does not inherently connect the individual's belief regarding the likelihood of achieving rewards. Therefore, the concept of perceived rewards is critical in understanding how expectancy theory explains motivation in organizational contexts.

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7. What term refers to a group within an organization that has different norms and values?

A. Countercultures

B. Subcultures

C. Networked

D. Diversity

The term that best refers to a group within an organization that has different norms and values is subcultures. Subcultures emerge when specific segments of an organization develop their own unique practices, beliefs, or values that differ from the dominant culture. These groups often form based on shared interests, functional roles, or goals and create a distinct identity that coexists with the overall organizational culture. Understanding subcultures is essential because they can significantly influence employee behavior, communication patterns, and overall workplace dynamics. They can contribute positively by fostering collaboration and innovation or can create friction if there is a clash between the subculture and the dominant culture.

8. What term describes a group with high sociability and low solidarity that fosters creativity?

A. Networked

B. Communal

C. Customer Service

D. Diversity

The term that describes a group characterized by high sociability and low solidarity, which fosters creativity, is "networked." In networked groups, members tend to have strong interpersonal connections and engage in open communication, which stimulates the sharing of diverse ideas and perspectives crucial for creative thinking. The focus on sociability encourages collaboration and the exchange of information, leading to innovative solutions and creative problem-solving. The distinction of having low solidarity means that while individuals are friendly and warm towards one another, they might not share strong common goals or tasks that require cooperation on specific objectives. This flexibility allows them to explore various creative avenues without the constraints that come from high solidarity, enabling a more diverse and expansive brainstorming environment. While communal refers to groups with high solidarity and sociability, emphasizing strong bonds and shared goals, it does not particularly highlight the aspect of creativity tied to low solidarity. Customer service does not reflect the social dynamics pertinent to the question. Diversity, while important for bringing in different perspectives, does not specifically describe the sociability and solidarity factors at play in the context of fostering creativity.

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9. Cognitive ability is known to have a _____ correlation with job performance.

A. Weak

B. Moderate

C. No

D. Strong

Cognitive ability is known to have a strong correlation with job performance, particularly in jobs that require complex problem-solving and critical thinking skills. This strong relationship implies that individuals with higher cognitive abilities tend to perform better in tasks that demand analytical thinking, learning new information, and adapting to new situations. The rationale behind this correlation is rooted in the fact that cognitive ability encompasses skills such as reasoning, memory, and the capacity to learn, all of which are essential for effectively understanding job requirements and executing tasks. This is especially true in roles that involve significant cognitive demands, where the ability to absorb information, draw conclusions, and solve problems quickly can directly impact performance outcomes. In contrast, other answer choices suggest varying degrees of correlation that do not accurately encapsulate the established understanding of cognitive ability's impact on job performance. For instance, a weak correlation would imply little to no relationship, which undermines the well-documented findings that demonstrate the importance of cognitive capability in achieving successful job outcomes. Similarly, a moderate correlation, while suggesting some relationship, does not fully recognize the strength of the evidence linking cognitive ability to high performance in many occupational settings. The assertion that there is no correlation entirely overlooks the extensive research indicating that cognitive skills contribute significantly to performance.

10. What does the symbol of success represent in a motivational context?

A. Achievement

B. Respect

C. Freedom

D. Self-efficacy

In a motivational context, the symbol of success primarily represents achievement. Success is often defined as the realization of goals and objectives, which signifies a level of accomplishment that individuals strive to attain. When people see success as a symbol, they often connect it to reaching significant milestones, overcoming challenges, and gaining recognition for their efforts. This achievement-driven perspective can act as a powerful motivator, encouraging individuals to pursue their goals with determination and resilience. While respect, freedom, and self-efficacy are certainly important aspects of personal and professional growth, they are more closely related to the outcomes or perceptions that may arise from achieving success, rather than being a direct representation of success itself.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

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We wish you the very best on your exam journey. You've got this!

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