

Organizational Behavior, 17e (Robbins)

Chapter 1 What Is Organizational Behavior?

1) A survey of over 2,100 CFOs across 20 industries indicated that a lack of interpersonal skills is the top reason why some employees fail to advance.

Answer: TRUE

Explanation: Business schools have realized the significant role interpersonal skills play in determining a manager's effectiveness. A survey of over 2,100 CFOs across 20 industries indicated that a lack of interpersonal skills is the top reason why some employees fail to advance.

LO: 1.1: Demonstrate the importance of interpersonal skills in the workplace.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Quest. Category: Concept

2) Discuss the growing importance of interpersonal skills in the workplace.

Answer: Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques. Course work in human behavior and people skills received relatively less attention. Over the past three decades, however, business faculty have come to realize the role that understanding human behavior plays in determining a manager's effectiveness and required courses on people skills have been added to many curricula. Developing managers' interpersonal skills also helps organizations attract and keep high-performing employees. Regardless of labor market conditions, outstanding employees are always in short supply. Having managers with good interpersonal skills is likely to make the workplace more pleasant, which in turn makes it easier to hire and keep qualified people. Creating a pleasant workplace also appears to make good economic sense.

LO: 1.1: Demonstrate the importance of interpersonal skills in the workplace.

Difficulty: Moderate

Quest. Category: Concept

3) _____ get things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals.

A) Assistants

B) Managers

C) Secretaries

D) Interns

E) Apprentices

Answer: B

Explanation: B) The defining characteristic of managers is that they get things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

4) Sally Mitchell works as a manager at an environmental organization. She is currently working on a global warming project and decides which tasks related to creating awareness about the issue need to be done. In addition, she is also deciding which members of her team will work on engaging with the public and which will work on lobbying with the government. She is also assigning people as team members to ensure that tasks are undertaken on time. Which of the following categories of functions is Mitchell undertaking?

- A) planning
- B) organizing
- C) scrutinizing
- D) controlling
- E) envisioning

Answer: B

Explanation: B) Managers are responsible for designing an organization's structure. This function is called organizing. It includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

5) Johanna Reid, a campaign manager at a child rights organization, recently started working on an illiteracy project. During the project, she needs to motivate team members to attain their project milestones and direct them through different phases of the project. Which of the following kinds of functions will these tasks be covered under?

- A) planning
- B) organizing
- C) scrutinizing
- D) evaluating
- E) leading

Answer: E

Explanation: E) The leading function of managers involves motivating employees, directing their activities, selecting the most effective communication channels, and resolving conflicts among members.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

6) Lesley Torres is a project manager for the campaign "Action against Deforestation in Indonesia." She recently faced a glitch when the campaign could not be launched publicly according to schedule. Torres monitored the schedule to find the cause of the delay before speeding up the implementation process by allocating more members for the implementation phase. By doing this, which of the following functions is she performing?

- A) controlling
- B) planning
- C) formulating
- D) leading
- E) organizing

Answer: A

Explanation: A) To ensure things are going as they should, management must monitor the organization's performance and compare it with previously set goals. If there are any significant deviations, it is management's job to get the organization back on track. Tasks which involve monitoring, comparing, and potential correcting are part of the controlling function.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

7) Which of the following functions do managers undertake as part of planning functions?

- A) defining an organization's goals
- B) implementing strategies for achieving goals
- C) executing plans to integrate activities
- D) accomplishing goals of a project
- E) employing strategies to coordinate tasks

Answer: A

Explanation: A) The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

8) According to Henry Mintzberg, a factory supervisor giving a group of high school students a tour of the plant may be termed as a _____.

- A) leader
- B) figurehead
- C) resource allocator
- D) negotiator
- E) disturbance handler

Answer: B

Explanation: B) According to Henry Mintzberg, a figurehead is a symbolic head who is required to perform a number of routine duties of a legal or social nature.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

9) Ellen Ortiz works as a sales manager at a telecom firm. The company has recently launched a new product in the market. Her work in the next few weeks involves sharing knowledge about the product with her team members. She will also need to inspire them to reach their sales targets and clarify any doubts about the new product. Which of the following roles is Ortiz playing?

- A) leader
- B) liaison
- C) disseminator
- D) spokesperson
- E) negotiator

Answer: A

Explanation: A) A leadership role comprises hiring, training, motivating, and disciplining employees.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

10) Regina George works as a campaign manager in a not-for-profit organization in Hampshire. For the upcoming campaign against genetic engineering, she is networking with managers who are working on the issue of food safety. Through her network of contacts, she strives to gain information about the stakeholders in the food industry and other lobby groups. Which of the following roles is George most likely to be playing according to Mintzberg's classification of managerial roles?

- A) figurehead
- B) leader
- C) liaison
- D) entrepreneur
- E) resource allocator

Answer: C

Explanation: C) The liaison role involves maintaining a network of contacts who provide favors and information.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

11) Annette Simpson works for a fashion house in Paris and is preparing for the company's upcoming line of winter clothing. She is currently researching online to know what is in vogue this season. In addition, she is also networking with contacts from the press and fashion magazine editors to understand the changing tastes of consumers. Which of the following roles is Simpson playing according to Mintzberg's classification of managerial roles?

- A) figurehead
- B) leader
- C) symbol head
- D) monitor
- E) spokesperson

Answer: D

Explanation: D) According to Mintzberg's classification of managerial roles, the monitor role comprises collecting information from external organizations and institutions, typically by scanning the news media, talking with other people to learn about changes in the public's tastes and what competitors may be planning, and so forth.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

12) According to Mintzberg's classification of managerial roles, the role of a(n) _____ is to transmit information received from outsiders or from other employees to members of the organization.

- A) entrepreneur
- B) resource allocator
- C) spokesperson
- D) leader
- E) disseminator

Answer: E

Explanation: E) According to Mintzberg's classification of managerial roles, the role of a disseminator is to transmit information received from outsiders or from other employees to members of the organization.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

13) The role of a(n) _____, according to Mintzberg's classification of managerial roles, is to transmit information to outsiders about an organization's plans, policies, actions, and results and to serve as an expert in the organization's industry.

- A) spokesperson
- B) disturbance handler
- C) entrepreneur
- D) leader
- E) liaison

Answer: A

Explanation: A) According to Mintzberg's classification of managerial roles, the role of a spokesperson is to transmit information to outsiders about an organization's plans, policies, actions, and results and to serve as an expert in the organization's industry.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

14) According to Mintzberg's classification of managerial roles, a(n) _____ searches the organization and its environment for opportunities and initiates projects to bring about change.

- A) spokesperson
- B) disturbance handler
- C) entrepreneur
- D) resource allocator
- E) negotiator

Answer: C

Explanation: C) According to Mintzberg's classification of managerial roles, an entrepreneur searches the organization and its environment for opportunities and initiates projects to bring about change.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

15) According to Mintzberg's classification of managerial roles, the role of a(n) _____ is to make or approve significant organizational decisions and assign human, physical, and monetary assets.

- A) disseminator
- B) liaison
- C) entrepreneur
- D) resource allocator
- E) disturbance handlers

Answer: D

Explanation: D) According to Mintzberg's classification of managerial roles, the role of a resource allocator is to make or approve significant organizational decisions and assign human, physical, and monetary assets.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

16) According to Mintzberg's classification of managerial roles, which of the following is a kind of interpersonal role?

- A) monitor
- B) disseminator
- C) spokesperson
- D) entrepreneur
- E) liaison

Answer: E

Explanation: E) According to Mintzberg's classification of managerial roles, the role of a liaison is a kind of interpersonal role which involves maintaining a network of outside contacts who provide favors and information.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

17) According to Mintzberg's classification of managerial roles, which of the following is a kind of decisional role?

- A) negotiator
- B) disseminator
- C) liaison
- D) spokesperson
- E) monitor

Answer: A

Explanation: A) According to Mintzberg's classification of managerial roles, the role of a negotiator is a kind of decisional role which involves representing the organization at major negotiations.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

18) The role of a(n) _____ is a type of informational role according to Mintzberg's classification of managerial roles.

- A) figurehead
- B) disseminator
- C) liaison
- D) entrepreneur
- E) negotiator

Answer: B

Explanation: B) According to Mintzberg's classification of managerial roles, the role of a disseminator is a type of informational role which involves transmitting information received from outsiders or from other employees to members of the organization.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

- 19) Which of the following is true regarding technical skills?
- A) They can be learned only through formal education.
 - B) They encompass the ability to apply specialized knowledge.
 - C) They are not required at all kinds of jobs.
 - D) They are monopolized by professionals.
 - E) They comprise the ability to understand and motivate people.

Answer: B

Explanation: B) Technical skills encompass the ability to apply specialized knowledge or expertise. All jobs require some specialized expertise, and many people develop their technical skills on the job.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

- 20) The ability to understand, communicate with, motivate, and support other people, both individually and in groups, may be defined as _____.

- A) human skills
- B) technical skills
- C) conceptual skills
- D) cognitive skills
- E) analytical skills

Answer: A

Explanation: A) The ability to understand, communicate with, motivate, and support other people, both individually and in groups, may be defined as human skills. Managers get things done through other people, and it is crucial for them to have good human skills.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

21) Melissa Woods was recently hired as the campaign manager at an environmental organization. She has a degree in environmental sustainability and possesses substantial knowledge about the issue of global warming. She has the knowledge to lead the public relations team of the organization. However, a few months later, the board of directors of the organization expressed dissatisfaction with Melissa's performance and asked her to resign. Which of the following, if true, best explains this situation?

- A) Melissa had no prior experience in research and development.
- B) Melissa had weak interpersonal and networking skills to run the project.
- C) Melissa focused on the results her team achieved rather than how they achieved those results.
- D) Melissa is not up-to-date about the feasibility of using different modes of renewable energy.
- E) Melissa had a diverse network of contacts established from her previous job.

Answer: B

Explanation: B) The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines human skills. Many people are technically proficient but poor listeners, unable to understand the needs of others, or weak at managing conflicts. Since managers get things done through other people, they must have good human skills. Though Melissa had substantial knowledge about the issue of global warming, her weak interpersonal and networking skills explain why she was unable to lead the public relations team efficiently. Melissa having no prior experience in research and development plays no role in explaining why she was unable to lead the public relations team. Melissa focusing on the results her team achieved rather than how they achieved them does not indicate her underperformance in any way. In addition, Melissa not being up-to-date about the feasibility of using different modes of renewable energy indicates a lack of theoretical knowledge and not the inability to lead a public relations team. Melissa having a diverse network of contacts established from her previous job works against the situation because it would actually help Melissa in her job.

LO: 1.2: Define organizational behavior (OB).

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

22) Joann Hayes is currently working on a project to tackle climate change. During the project, she needs to find different options to replace the use of non-renewable energy and check the feasibility of different renewable energy options before choosing the most practical one. Which of the following skills does Hayes primarily need to use for these tasks?

- A) human skills
- B) interpersonal skills
- C) conceptual skills
- D) communication skills
- E) interactive skills

Answer: C

Explanation: C) Managers must have the mental ability to analyze and diagnose complex situations. These tasks require conceptual skills. The ability to integrate new ideas with existing processes and innovate on the job is also a crucial conceptual skill for today's managers.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

23) 360.org, an organization working toward curbing climate change, recently conducted an interview with Jessica for the position of a public relations officer. However, interviewers Brenda and Laura are divided over whether Jessica should be given the job. Brenda believes that Jessica does not have in-depth knowledge about the issue of global warming and its impact. On the other hand, Laura feels that Jessica would be perfect for the job because she has strong networking and interpersonal skills. Which of the following, if true, would strengthen Laura's argument?

- A) Gaining the support of corporate giants would comprise a large part of the job.
- B) Jessica will need to prepare extensive reports about the issue of climate change.
- C) The role will require Jessica to give presentations to environmental experts on renewable modes of energy.
- D) Jessica had negligible experience in research and development.
- E) Jessica has weak analytical skills to solve problems associated with implementing options of renewable energy.

Answer: A

Explanation: A) The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines human skills. Many people are technically proficient but poor listeners, unable to understand the needs of others, or weak at managing conflicts. As gaining the support of corporate giants is a large part of the public relations job, it would require strong networking and interpersonal skills, which according to Laura, Jessica has. This would strengthen Laura's argument. The task of preparing extensive reports does not involve any networking skills and thus would not in any way strengthen Laura's argument. Giving presentations to environmental experts would require Laura to have in-depth knowledge of global warming and does not involve networking skills. Jessica having negligible experience in research and development and weak analytical skills to solve problems associated with implementing options of renewable energy does not require networking skills and thus does not strengthen Laura's argument.

LO: 1.2: Define organizational behavior (OB).

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

24) 360.org, an organization working toward curbing climate change, recently conducted an interview with Jessica for the position of a public relations officer. However, interviewers Brenda and Laura are divided over whether Jessica should be given the job. Brenda believes that Jessica does not have in-depth knowledge about the issue of global warming and its impact. On the other hand, Laura feels that Jessica would be perfect for the job because she has strong interpersonal skills. Which of the following, if true, would weaken Laura's argument?

- A) Jessica was unable to fare well in the written test which analyzed her conceptual skills.
- B) Jessica listened intently to the interviewers' questions before answering them.
- C) Jessica was unable to communicate clearly why she was right for the job.
- D) Jessica was very friendly and courteous with the receptionist while greeting her.
- E) Jessica was high on confidence about getting the job because of her strong networking skills.

Answer: C

Explanation: C) The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines human skills. Many people are technically proficient but poor listeners, unable to understand the needs of others, or weak at managing conflicts. If Jessica were unable to communicate clearly why she was right for the job, it would weaken Laura's argument that Jessica has strong interpersonal skills. Jessica being unable to fare well in the written test which analyzed her conceptual skills does not indicate Jessica's networking skills, and thus does not weaken Laura's argument. Jessica listening intently to the interviewers' questions before answering them and greeting the receptionist indicates that she has good interpersonal skills. This strengthens Laura's argument. Jessica being high on confidence about getting the job because of her strong networking skills is irrelevant to the argument.

LO: 1.2: Define organizational behavior (OB).

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

25) According to Fred Luthans and his associates, managers involved in traditional management activities undertook which of the following tasks?

- A) motivating
- B) socializing
- C) decision making
- D) training
- E) politicking

Answer: C

Explanation: C) Fred Luthans and his associates studied more than 450 managers who were all engaged in four managerial activities of traditional management, communication, human resource management, and networking. Activities in traditional management involved decision making, planning, and controlling.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

26) According to Fred Luthans and his associates' study of 450 managers, _____ made the largest contribution to the success of managers in terms of speed of promotion within their organization.

- A) networking
- B) decision making
- C) planning
- D) controlling
- E) staffing

Answer: A

Explanation: A) According to Fred Luthans and his associates' study of 450 managers, networking made the largest contribution to the success of managers in terms of speed of promotion within their organization. Human resource management activities made the least relative contribution.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

27) According to Fred Luthans and his associates, managers who are involved in networking activities are most likely to undertake which of the following?

- A) planning
- B) decision making
- C) controlling
- D) politicking
- E) staffing

Answer: D

Explanation: D) Fred Luthans and his associates studied more than 450 managers who were all engaged in four managerial activities of traditional management, communication, human resource management, and networking. Networking activities are comprised of socializing, politicking, and interacting with outsiders.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

28) Which of the following best defines organizational behavior?

- A) It involves the study of groups of people coming together for collective bargaining.
- B) It involves the study of what people do in a company and how it affects the company's output.
- C) It involves analyzing different people in an industry with independent profit-centered motives.
- D) It involves developing exclusively the knowledge of managers and senior-level employees.
- E) It is a field which is not influenced by factors in the external world.

Answer: B

Explanation: B) Organizational behavior refers to the study of what people do in an organization and how their behavior affects the organization's performance.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

29) Which of the following determinants of behavior does organizational behavior study?

- A) profits
- B) job satisfaction
- C) perks
- D) individuals
- E) collective bargaining

Answer: D

Explanation: D) Organizational behavior studies the three determinants of behavior in organizations. These are comprised of individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

30) An organization is a consciously coordinated social unit composed of two or more people.

Answer: TRUE

Explanation: An organization is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

31) The planning function involves defining an organization's goals and establishing an overall strategy for achieving those goals.

Answer: TRUE

Explanation: The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

32) A degree in architecture will provide a student with the human skills required for a job.

Answer: FALSE

Explanation: Technical skills encompass the ability to apply specialized knowledge or expertise. The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines human skills.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Easy

Quest. Category: Concept

33) How are the management functions of planning, organizing, and leading different from one another? Explain.

Answer: The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities. On the other hand, the organizing function includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made. The leading function is comprised of managers motivating employees, directing their activities, selecting the most effective communication channels, and resolving conflicts among members.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Moderate

Quest. Category: Synthesis

34) Samantha Reeves works as a sales manager at Synergy Bank. Explain the nature of tasks she would be performing according to Mintzberg's concept of leadership role.

Answer: The leadership role comprises hiring, training, motivating, and disciplining employees. If Reeves undertakes the leadership role, she would be hiring sales executives and other team members. She would also be training them on product knowledge and motivating them to reach their sales targets. In addition, she would be disciplining employees to follow rules and regulations and the code of conduct of the organization.

LO: 1.2: Define organizational behavior (OB).

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

35) According to Mintzberg, how does the monitor role differ from the disseminator role?

Answer: The monitor role involves collecting information from external organizations and institutions, typically by scanning the news media including the Internet, and talking with other people to learn of changes in the public's tastes, what competitors may be planning, and so forth. On the other hand, the disseminator role comprises transmitting information received from outsiders or from other employees to members of the organization.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Moderate

Quest. Category: Synthesis

36) How do Mintzberg's roles of a liaison, spokesperson, and entrepreneur differ from one another? Explain.

Answer: According to Mintzberg's managerial roles, a person with the role of a liaison has an interpersonal role. The role involves maintaining a network of outside contacts who provide favors and information. The role of a spokesperson, on the other hand, is an informational role. It involves transmitting information to outsiders on organization plans, policies, actions, and results. This person serves as an expert on the organization's industry. In contrast, the role of an entrepreneur is a decisional role. It deals with searching organizations and its environment for opportunities and initiating projects to bring about change.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Moderate

Quest. Category: Synthesis

37) What are conceptual skills? How are they different from human skills?

Answer: Conceptual skills comprise the mental ability to analyze and diagnose complex situations. The abilities to integrate new ideas with existing processes and innovate on the job are crucial conceptual skills for today's managers. On the other hand, the ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines human skills. For instance, many people are technically proficient, but they are poor listeners. They are unable to understand the needs of others or are weak at managing conflicts. Managers should have good human skills because they need to get tasks done by people.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Moderate

Quest. Category: Synthesis

38) What is organizational behavior?

Answer: Organizational behavior is the study of what people do in an organization and how their behavior affects the organization's performance. It studies three determinants of behavior in organizations: individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively. It is concerned specifically with employment-related situations and thus emphasizes behavior as related to concerns such as jobs, work, absenteeism, employee turnover, productivity, human performance, and management.

LO: 1.2: Define organizational behavior (OB).

Difficulty: Moderate

Quest. Category: Concept

39) Which of the following does systematic study use to look at relationships to attribute causes and effects?

- A) intuitive data
- B) feelings
- C) scientific data
- D) instinct
- E) premonition

Answer: C

Explanation: C) Systematic study looks at relationships to attribute causes and effects, and bases the conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

40) Which of the following is true regarding systematic study?

- A) It attributes causes and effects based on intuition.
- B) It involves supporting decisions based on gut feelings.
- C) It analyzes relationships based on previous experiences.
- D) It involves analyzing relationships based on scientific data.
- E) It involves taking action based on instinct.

Answer: D

Explanation: D) Systematic study looks at relationships to attribute causes and effects, and bases the conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

41) In order to predict human behavior, it is best to supplement intuitive opinions with information derived from _____.

- A) common sense
- B) direct observation
- C) systematic study
- D) speculation
- E) organizational theory

Answer: C

Explanation: C) To make good OB decisions it is important to use evidence to supplement intuition and experience. Evidence should come through systematic study, which involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

42) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence, all constitute aspects of _____ study.

- A) organizational
- B) intuitive
- C) theoretical
- D) systematic
- E) case-based

Answer: D

Explanation: D) Systematic study means looking at relationships, attempting to attribute causes and effects, and basing the conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

43) _____ refers to basing managerial decisions on the best available scientific proof.

- A) Emergency management
- B) Personal knowledge management
- C) Property management
- D) Evidence-based management
- E) Knowledge management

Answer: D

Explanation: D) The basing of managerial decisions on the best available scientific evidence can be termed as evidence-based management.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

44) _____ refers to a gut feeling not necessarily supported by research.

- A) Intuition
- B) Reasoning
- C) Rationality
- D) Logic
- E) Inference

Answer: A

Explanation: A) A gut feeling not necessarily supported by research is known as intuition.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

45) Organizational behavior applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively.

Answer: TRUE

Explanation: Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

46) Evidence-based management complements systematic study by basing managerial decisions on the best available scientific evidence.

Answer: TRUE

Explanation: Evidence-based management complements systematic study by basing managerial decisions on the best available scientific evidence. Systematic study and EBM add to intuition, or those gut feelings that help understand people better.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Easy

Quest. Category: Concept

47) Why is it important to complement intuition with systematic study in our attempts to understand behavior within organizations?

Answer: It is important to complement intuition with systematic study to understand behavior within organizations in order to make accurate predictions of behavior. Underlying this systematic approach is the belief that behavior is not random. Rather, one can identify fundamental consistencies underlying the behavior of all individuals and modify them to reflect individual differences. The systematic study of behavior is a means to making reasonably accurate predictions. Systematic study involves looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Moderate

Quest. Category: Concept

48) What is evidence-based management (EBM)?

Answer: Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. For example, we want doctors to make decisions about patient care based on the latest available evidence, and EBM argues that managers should do the same, becoming more scientific in how they think about management problems. A manager might pose a managerial question, search for the best available evidence, and apply the relevant information to the question or case at hand.

LO: 1.3: Show the value to OB of systematic study.

Difficulty: Moderate

Quest. Category: Concept

49) _____ seeks to measure, explain, and sometimes change the behavior of humans and other animals.

- A) Meteorology
- B) Theology
- C) Epistemology
- D) Lexicology
- E) Psychology

Answer: E

Explanation: E) Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. Those who have contributed and continue to add to the knowledge of OB are learning theorists, personality theorists, counseling psychologists, and, most important, industrial and organizational psychologists.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

50) Which of the following disciplines blends concepts from both psychology and sociology to focus on people's influence on one another?

- A) social psychology
- B) cosmology
- C) parapsychology
- D) lexicology
- E) eschatology

Answer: A

Explanation: A) Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area is change, which involves how to implement it and how to reduce barriers to its acceptance.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

51) Which of the following is a difference between sociology and psychology?

- A) Sociology studies humans and animals whereas psychology focuses exclusively on humans.
- B) Sociology studies people in relation to their social culture whereas psychology focuses on the individual.
- C) Sociology incorporates research from social sciences, philosophy, and natural sciences; psychology does not.
- D) Sociology uses various methods of empirical investigation whereas psychology uses limited critical analyses.
- E) Sociology uses only qualitative techniques whereas psychology uses both qualitative and quantitative techniques.

Answer: B

Explanation: B) While psychology focuses on the individual, sociology studies people in relation to their social environment or culture.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

52) _____ is the study of societies to learn about human beings and their activities.

- A) Anthropology
- B) Deontology
- C) Epistemology
- D) Agnotology
- E) Dysteleology

Answer: A

Explanation: A) Anthropology is the study of societies to learn about human beings and their activities.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

53) Which of the following fields of study is most likely to involve studying organizational culture, formal organization theory, and structure?

- A) sociology
- B) deontology
- C) epistemology
- D) agnotology
- E) dysteleology

Answer: A

Explanation: A) Sociologists study organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

54) Austin Reed is a graduate student helping to organize a study on individual job satisfaction. The study focuses on the top five causes of satisfaction or dissatisfaction on the job. His department is surveying 200 individuals in 100 different types of organizations. Austin is most likely a graduate student in the department of _____.

- A) psychology
- B) anthropology
- C) political science
- D) entomology
- E) archaeology

Answer: A

Explanation: A) Because Austin's study focuses on the causes of individual job satisfaction, he is most likely conducting the study through the department of psychology. Psychology is defined as the science which seeks to measure, explain, and sometimes change the behavior of humans and it focuses on the individual.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

55) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which faculty member is most likely to furnish information about personality, learning, and motivation?

- A) sociology
- B) psychology
- C) anthropology
- D) political science
- E) industrial engineering

Answer: B

Explanation: B) Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. Psychology's focus on the individual has led to contributions in the areas of learning, personality, emotions, motivational forces, and more.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

AACSB: Analytical thinking

Difficulty: Easy

Quest. Category: Application

56) Myriam is analyzing the gender roles of men and women in management in the United States and comparing them to the gender roles in management in Japan. She is surveying fifty male and fifty female managers in each country to compare their daily behavior. Myriam's study exemplifies how _____ contributes to OB.

- A) anthropology
- B) psychology
- C) archaeology
- D) political science
- E) corporate strategy

Answer: A

Explanation: A) Myriam is an anthropologist. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

57) One major study area of social psychology is change, how to implement it, and how to reduce barriers to its acceptance.

Answer: TRUE

Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area of social psychology is change, how to implement it, and how to reduce barriers to its acceptance.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

58) While sociology focuses on the individual, psychology studies people in relation to their social environment or culture.

Answer: FALSE

Explanation: While psychology focuses on the individual, sociology studies people in relation to their social environment or culture.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

59) Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals.

Answer: TRUE

Explanation: Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

60) Entomology is the study of societies to learn about human beings and their activities.

Answer: FALSE

Explanation: Anthropology is the study of societies to learn about human beings and their activities.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Easy

Quest. Category: Concept

61) How have the fields of psychology and sociology contributed to our understanding of organizational behavior?

Answer: Psychology seeks to measure, explain, and change the behavior of humans. Early industrial/organizational psychologists studied the problems of fatigue, boredom, and other working conditions that could impede efficient work performance. More recently, their contributions have expanded to include learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Moderate

Quest. Category: Concept

62) Compare and contrast the fields of psychology, social psychology, and sociology.

Answer: All three fields deal with human behavior. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on people's influence on one another. Thus, it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.

LO: 1.4: Identify the major behavioral science disciplines that contribute to OB.

Difficulty: Moderate

Quest. Category: Synthesis

63) Which of the following is true regarding contingency variables?

A) They refer to situational factors that moderate the relationship between two or more variables.
B) They make simple, accurate, and sweeping generalizations about concepts in organizational behavior.

C) They indicate that everyone is motivated by money and financial perks.

D) They refer to scientific factors which are based on universal truths.

E) They remain constant irrespective of any change in the environment.

Answer: A

Explanation: A) Contingency variables refer to situational factors that moderate the relationship between two or more variables.

LO: 1.5: Demonstrate why few absolutes apply to OB.

Difficulty: Easy

Quest. Category: Concept

64) Raymond Mayer is conducting a study on discrimination against campaign activists based on gender. In his study, he noted that male executives who visited Indonesian villages to promote the use of renewable energy received a highly positive response. In contrast, women who visited the same villages received an antagonistic response. However, Mayer stated that his findings only applied to villages. In this study, the presence of a village is considered a _____ variable.

A) global

B) general

C) dependent

D) non-reactive

E) contingency

Answer: E

Explanation: E) Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say x leads to y, but only under conditions specified in z. Humans are unpredictable in nature, and thus all organizational behavior studies must have contingency variables.

LO: 1.5: Demonstrate why few absolutes apply to OB.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

65) _____ variables are variables that moderate the relationship between two or more variables.

- A) Global
- B) General
- C) Dependent
- D) Non-reactive
- E) Contingency

Answer: E

Explanation: E) Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say x leads to y, but only under conditions specified in z. Humans are unpredictable in nature, and thus all organizational behavior studies must have contingency variables.

LO: 1.5: Demonstrate why few absolutes apply to OB.

Difficulty: Easy

Quest. Category: Concept

66) Human beings are simple in nature and, thus, simple, universal principles explain all kinds of organizational behavior.

Answer: FALSE

Explanation: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Since human beings are not alike, the ability to make simple, accurate, and sweeping generalizations is limited.

LO: 1.5: Demonstrate why few absolutes apply to OB.

Difficulty: Easy

Quest. Category: Concept

67) Organizational behavior cannot offer reasonably accurate explanations of human behavior or make valid predictions.

Answer: FALSE

Explanation: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Since human beings are not alike, the ability to make simple, accurate, and sweeping generalizations is limited. However, it does not mean that one cannot offer reasonably accurate explanations of human behavior or make valid predictions.

LO: 1.5: Demonstrate why few absolutes apply to OB.

Difficulty: Easy

Quest. Category: Concept

68) Why do only a few absolutes apply to organizational behavior?

Answer: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Since we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited. For instance, two people often act very differently in the same situation, and the same person's behavior changes in different situations. Not everyone is motivated by money, and people may behave differently at a religious service than they do at a party. That does not mean, of course, that we cannot offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions.

LO: 1.5: Demonstrate why few absolutes apply to OB.

Difficulty: Moderate

Quest. Category: Concept

69) Which of the following is a result of globalization?

- A) organizations being bound by national borders
- B) lower production of goods in developing nations
- C) highly homogeneous workforce
- D) shared social value among all cultures
- E) jobs moving to nations with low-cost labor

Answer: E

Explanation: E) In a global economy, jobs tend to flow where lower costs give businesses a comparative advantage, though labor groups, politicians, and local community leaders see the exporting of jobs as undermining the job market at home.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Quest. Category: Concept

70) Managers who oversee the movement of jobs to countries with low-cost labor are most likely to _____.

- A) provide poor customer service
- B) face opposition from labor groups
- C) manage a culturally homogeneous workforce
- D) operate in niche markets
- E) lose competitive advantage by exporting jobs

Answer: B

Explanation: B) In a global economy, jobs tend to flow where lower costs give businesses a comparative advantage, though labor groups, politicians, and local community leaders see the exporting of jobs as undermining the job market at home. Managers face the difficult task of balancing the interests of their organization with their responsibilities to the communities in which they operate.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Quest. Category: Concept

71) The bookselling industry was revolutionized by _____.

- A) Mintzberg's Theory of Management
- B) evidence-based management
- C) Luthan's findings on management behavior
- D) intuition
- E) the availability of Big Data

Answer: E

Explanation: E) Big Data refers to the extensive use of statistical compilation and analysis. Before online selling, brick-and-mortar bookstores could collect data about book sales only to make their projections about consumer interests and trends. With the advent of Amazon, suddenly a vast array of information about consumer preferences became available for tracking: what customers bought, what they looked at, how they navigated the site, and what they were influenced by. The challenge for Amazon was to identify which statistics were persistent and predictive and to use this information to develop algorithms to forecast which books customers would like to read next.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

AACSB: Reflective thinking

Difficulty: Moderate

Quest. Category: Critical Thinking

72) Gould Furniture is one of the leading furniture companies in Indonesia. In the past, the company had a homogeneous workforce of Indonesian employees. The company is desperate to cut operating and manufacturing costs and, hence, is considering outsourcing part of the manufacturing process to low-cost Vietnam. However, local community leaders across the country are strongly opposing this decision. They believe that exporting jobs to other countries is detrimental to their country in every way possible. Which of the following, if true, is the flaw in the local community leaders' opinion?

- A) The country has one of the lowest rates of employment in Asia.
- B) Over 85 percent of Indonesia's revenue comes from agriculture.
- C) The furniture market contributes to 20 percent of deforestation in the country.
- D) The government of Indonesia provides substantial subsidies to start-up companies.
- E) Gould Furniture has alliances with local furniture companies in Vietnam.

Answer: C

Explanation: C) In a global economy, jobs tend to flow where lower costs give businesses a comparative advantage, though labor groups, politicians, and local community leaders see the exporting of jobs as undermining the job market at home. Managers face the difficult task of balancing the interests of their organization with their responsibilities to the communities in which they operate. In this scenario, the furniture market contributing to 20 percent of deforestation in the country is a flaw in the local community leaders' opinion because exporting jobs to other countries would prevent deforestation in their country. The country having one of the lowest rates of employment in Asia strengthens the local community leaders' opinion. Eighty-five percent of Indonesia's revenue coming from agriculture and the government of Indonesia providing substantial subsidies to start-up companies is irrelevant to the argument about exporting jobs being detrimental to the development of the country. Gould Furniture having alliances with local furniture companies in Vietnam weakens the local community leaders' opinion.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

73) _____ refers to the heterogeneity of organizations in terms of gender, age, race, ethnicity, sexual orientation, and inclusion of other diverse groups.

- A) Workforce associability
- B) Workforce diversity
- C) Cultural similarity
- D) Organizational congruity
- E) Operational homogeneity

Answer: B

Explanation: B) Workforce diversity refers to the heterogeneity of organizations in terms of gender, age, race, ethnicity, sexual orientation, and inclusion of other diverse groups.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Quest. Category: Concept

74) By 2020, the 55-and-older age group of the U.S. labor force will represent approximately _____ of the total labor force.

- A) one-quarter
- B) one-third
- C) one-half
- D) two-thirds
- E) three-quarters

Answer: A

Explanation: A) In the near term, the labor force is aging. The 55-and-older age group will increase to about 25.2 percent by 2020.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

75) A common characteristic of service jobs is that they _____.

- A) need substantial interaction with an organization's customers
- B) offer much higher pay in comparison with other non-service jobs
- C) have fewer working hours than other jobs
- D) require very little job knowledge compared to other jobs
- E) provide more perks and benefits to employees

Answer: A

Explanation: A) The common characteristic of service jobs is substantial interaction with an organization's customers.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

76) Which of the following is an example of a position in a service job?

- A) human resource executive
- B) administrative executive
- C) flight attendant
- D) environmental campaigner
- E) production line worker

Answer: C

Explanation: C) Service jobs include technical support representatives, fast-food counter workers, sales clerks, waiters and waitresses, nurses, automobile repair technicians, and flight attendants. The common characteristic of these jobs is substantial interaction with an organization's customers.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

77) Which of the following is *not* a reality for today's workforce?

- A) Many workers never get away from the virtual workplace.
- B) Organizations are asking employees to put in longer hours.
- C) Employees have fewer outside commitments.
- D) Issues related to well-being have dropped as the number of employees who work at home rises.
- E) The line between work and non-work time has become blurred.

Answer: D

Explanation: D) Employee well-being is being challenged by heavy outside commitments. Millions of single-parent households and employees with dependent parents have even more significant challenges in balancing work and family responsibilities. Recent studies suggest that employees want jobs that give them flexibility in their work schedules so they can better manage work-life conflicts.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

78) Recent studies show _____.

- A) the line between work and non-work is becoming less blurred
- B) most employees are achieving a better work-life balance
- C) money and recognition define career success above all else
- D) the majority of men and women rank autonomy as the number one indicator of career success
- E) attaining a balance between personal life and work is a primary career goal

Answer: E

Explanation: E) Most college and university students say attaining a balance between personal life and work is a primary career goal: they want a life as well as a job.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

79) Which of the following terms best describes organizations that allow people to communicate and work together even though they may be thousands of miles apart?

- A) networked organizations
- B) hierarchical organizations
- C) matrix organizations
- D) stable organizations
- E) flat organizations

Answer: A

Explanation: A) Networked organizations allow people to communicate and work together even though they may be thousands of miles apart.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

80) Which of the following is the major challenge for managers in a fully networked organization?

- A) eliminating the need for paper communication by relying entirely on e-mail, file transfers, and the like
- B) retaining team members who can easily move to another employer when demand for their services changes
- C) managing contract and temporary workers
- D) maintaining a "virtual office" through the use of computers, interoffice networks, and the Internet
- E) managing people who work together but are geographically separated

Answer: E

Explanation: E) Networked organizations allow people to communicate and work together even though they may be thousands of miles apart. Motivating and managing people online requires different techniques than when individuals are physically present in a single location.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

81) Christopher Richardson works as a graphic designer in Sydney. He often coordinates with colleagues working in Germany. In addition, he interacts with clients across the globe. Which of the following is most likely to facilitate his communications with clients and colleagues?

- A) ergonomic cubicle
- B) lateral thinking
- C) sensemaking
- D) systems thinking
- E) networked organization

Answer: E

Explanation: E) Networked organizations allow people to communicate and work together even though they may be thousands of miles apart. Motivating and managing people online requires different techniques than when individuals are physically present in a single location.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Application

82) Which of the following is a cause of work-life conflicts?

- A) global organizations
- B) sensemaking
- C) privatization of essential industries
- D) downshifting
- E) use of self-managed teams

Answer: A

Explanation: A) Creation of global organizations means that the world never sleeps. This affects employees' work-life balance.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

83) Which of the following is true regarding positive organizational scholarship?

- A) It involves monitoring negative practices in organizations and rectifying them.
- B) It deals with how employees should analyze weaknesses and convert them into strengths.
- C) It studies how organizations develop human strengths, foster vitality, and unlock potential.
- D) It dwells on limitations that an organization faces and how it can turn them into opportunities.
- E) It involves scrutinizing loopholes in organizational practices and filling gaps in processes.

Answer: C

Explanation: C) Positive organizational scholarships study how organizations develop human strengths, foster vitality and resilience, and unlock potential. Some key independent variables in positive OB research are engagement, hope, optimism, and resilience in the face of strain.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

84) _____ is a key independent variable in positive organizational behavior research.

- A) Engagement
- B) Apathy
- C) Despair
- D) Constraint
- E) Pessimism

Answer: A

Explanation: A) Positive organizational scholarships study how organizations develop human strengths, foster vitality and resilience, and unlock potential. Some key independent variables in positive OB research are engagement, hope, optimism, and resilience in the face of strain.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

85) The concept of "reflected best-self" involves _____.

- A) focusing on eliminating shortcomings to bring out the best in oneself
- B) making employees aware of their weaknesses and rectifying them
- C) observing and monitoring drawbacks of a team and then increasing their efficiency with the help of adequate training
- D) asking employees to think about when they were at their personal best in order to exploit their strengths
- E) studying industry-wide best practices and then implementing it

Answer: D

Explanation: D) Positive organizational scholars have studied a concept called "reflected best-self" by asking employees to think about when they were at their "personal best" in order to understand how to exploit their strengths.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

- 86) Which of the following is an example of an ethical dilemma?
- A) Should I work extra hours to complete my assignment?
 - B) Should I e-mail my manager about queries on the project?
 - C) Should I discuss with the management the perks being offered?
 - D) Should I ask my manager for leave during Christmas?
 - E) Should I play politics to advance my career?

Answer: E

Explanation: E) Employees are increasingly facing ethical dilemmas and ethical choices in which they are required to identify right and wrong conduct.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

AACSB: Ethical understanding and reasoning

Difficulty: Easy

Quest. Category: Concept

- 87) The Royal Bank of Canada story highlights several issues of interest to those seeking to understand organizational behavior, including motivation, ethics, emotions, personality, and culture.

Answer: TRUE

Explanation: The details of this story are at once disheartening and inspiring, reflecting the increasing complexity of organizational life. They also highlight several issues of interest to those of us seeking to understand organizational behavior, including motivation, ethics, emotions, personality, and culture.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

- 88) Managers at global companies have realized that economic values are generally transferable across national boundaries.

Answer: FALSE

Explanation: Most global companies have come to realize that economic values are not universally transferable.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

- 89) Workforce diversity refers to how organizations are becoming more homogeneous in terms of gender, race, and ethnicity.

Answer: FALSE

Explanation: Workforce diversity acknowledges a workforce of women and men; many racial and ethnic groups; individuals with a variety of physical or psychological abilities; and people who differ in age and sexual orientation.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Quest. Category: Concept

90) The job of a guest relations executive at a hotel is a kind of service job.

Answer: TRUE

Explanation: Today, the majority of employees in developed countries work in service jobs, including 80 percent in the United States. Service jobs include technical support representatives, fast-food counter workers, sales clerks, waiters and waitresses, and nurses among others.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

91) Evidence that an organization is able to exist and grow over the long term is called organizational survival.

Answer: TRUE

Explanation: Organizational survival is evidence that an organization is able to exist and grow over the long term.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

92) A way for managers to respond to the problem of unethical behavior is to provide in-house advisors who can be contacted anonymously.

Answer: TRUE

Explanation: Managers and their organizations are responding to the problem of unethical behavior in a number of ways. They are writing and distributing codes of ethics to guide employees through ethical dilemmas. They are offering seminars, workshops, and other training programs to try to improve ethical behaviors. They are also providing in-house advisors who can be contacted, in many cases anonymously, for assistance in dealing with ethical issues.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Easy

Quest. Category: Concept

93) Explain workforce diversity and the key managerial skills for dealing with workforce diversity. What are two trends in workforce demographics?

Answer: The workforce has always adapted to variations in economies, longevity and birth rates, and socioeconomic conditions. Longevity and birth rates have also changed the dynamics in organizations; global longevity rates have increased six years in a very short time (since 1990), while birth rates are decreasing for many developed countries, trends that together indicate a lasting shift toward an older workforce. Socioeconomic shifts have a profound effect on workforce demographics. The days when women stayed home because it was expected are just a memory in some cultures, while in others, women face significant barriers to entry into the workforce.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

94) Explain the meaning of Big Data and discuss how its increased availability has led to new privacy concerns.

Answer: As technological capabilities for handling Big Data have increased, so have issues of privacy. This is particularly true when data collection includes surveillance instruments. For instance, an experiment in Brooklyn, New York, has been designed to improve the quality of life for residents, but the researchers will collect intensive data from infrared cameras, sensors, and smartphone Wi-Fi signals.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

95) Using the concept of organizational survival, how would you define what makes an organization successful? Why is organizational survival important to defining organizational success?

Answer: Organizational survival refers to evidence that an organization is able to exist and grow over the long term. The survival of an organization depends not just on how productive the organization is, but also on how well it fits with its environment. A company that is very productively making goods and services of little value to the market is unlikely to survive for long, so survival factors in things like perceiving the market successfully, making good decisions about how and when to pursue opportunities, and engaging in successful change management to adapt to new business.

LO: 1.6: Identify managers' challenges and opportunities in applying OB concepts.

Difficulty: Moderate

Quest. Category: Concept

96) A(n) _____ is an abstraction of reality, a simplified representation of some real-world phenomenon.

A) model

B) input

C) process

D) outcome

E) objective

Answer: A

Explanation: A) A model is an abstraction of reality, a simplified representation of some real-world phenomenon.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

97) Which of the following is true regarding models?

- A) Models propose five types of variables.
- B) Models proceed from outcomes to processes.
- C) Models are used only in manufacturing organizations.
- D) Models proceed from processes to inputs.
- E) Models show that outcomes can influence inputs in the future.

Answer: E

Explanation: E) Models propose three types of variables, i.e., inputs, processes, and outcomes, at three levels of analysis, which are, individual, group, and organizational.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

98) With reference to a basic OB model, _____ are determined in advance of the employment relationship and refer to variables such as personality, group structure, and organizational culture that lead to processes.

- A) actions
- B) inputs
- C) outcomes
- D) processes
- E) goals

Answer: B

Explanation: B) Inputs are variables such as personality, group structure, and organizational culture that lead to processes. These variables set the stage for what will occur in an organization later. Many are determined in advance of the employment relationship.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

99) Which of the following is an example of an input at an individual level?

- A) motivation
- B) moods
- C) values
- D) perception
- E) emotions

Answer: C

Explanation: C) Inputs are variables such as personality, group structure, and organizational culture that lead to processes. Inputs at an individual level comprise diversity, personality, and values.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

100) An example of an input at an organizational level is _____.

- A) motivation
- B) conflict
- C) power
- D) communication
- E) structure

Answer: E

Explanation: E) Inputs are variables such as personality, group structure, and organizational culture that lead to processes. Inputs at an organizational level consist of structure and culture.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

101) Which of the following is one of the three variables proposed by a basic OB model which refers to actions that individuals, groups, and organizations engage in as a result of inputs?

- A) processes
- B) scrutinization
- C) planning
- D) association
- E) evaluation

Answer: A

Explanation: A) Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes. At the individual level, processes include emotions and moods, motivation, perception, and decision making.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

102) Which of the following is an example of a process at an individual level?

- A) group cohesion
- B) values
- C) decision making
- D) withdrawal behavior
- E) power and politics

Answer: C

Explanation: C) Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes. At the individual level, processes include emotions and moods, motivation, perception, and decision making.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

103) An example of a process at a group level is _____.

- A) diversity
- B) communication
- C) values
- D) culture
- E) emotions

Answer: B

Explanation: B) Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes. At the group level, processes include communication, leadership, power and politics, and conflict and negotiation.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

104) Which of the following is an example of a process at the organizational level?

- A) attitudes and stress
- B) withdrawal behavior
- C) emotions and moods
- D) change of practices
- E) team responsibilities

Answer: D

Explanation: D) Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes. At the organizational level, human resource management and change of practices are examples of processes.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

105) _____ is an example of an outcome at the organizational level.

- A) Profitability
- B) Diversity
- C) Personality
- D) Mood
- E) Culture

Answer: A

Explanation: A) Outcomes are the key variables that one wants to explain or predict and that are affected by some other variables. At the organizational level, overall profitability and survival are examples of outcomes.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

106) Which of the following is an example of an outcome at an individual level?

- A) structure
- B) culture
- C) politics
- D) power
- E) attitude

Answer: E

Explanation: E) Outcomes are the key variables that one wants to explain or predict and that are affected by some other variables. At the individual level, examples of outcomes are attitudes, stress, citizenship behavior, and withdrawal behavior.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

107) The discretionary behavior that is not part of an employee's formal job requirements and that contributes to the psychological and social environment of the workplace is called _____ behavior.

- A) withdrawal
- B) associative
- C) networked
- D) citizenship
- E) cohesive

Answer: D

Explanation: D) The discretionary behavior that is not part of an employee's formal job requirements and that contributes to the psychological and social environment of the workplace is called citizenship behavior.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

108) Group _____ is the extent to which members of a group support and validate one another at work.

- A) affect
- B) associability
- C) think
- D) cohesion
- E) maturity

Answer: D

Explanation: D) Group cohesion is the extent to which members of a group support and validate one another at work. In other words, a cohesive group is one that sticks together.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

109) The discretionary behavior that is not part of an employee's formal job requirements and that contributes to the psychological and social environment of the workplace is called cohesive behavior.

Answer: FALSE

Explanation: The discretionary behavior that is not part of an employee's formal job requirements and that contributes to the psychological and social environment of the workplace is called citizenship behavior.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

110) Group functioning refers to the quantity and quality of a group's work output.

Answer: TRUE

Explanation: Group functioning refers to the quantity and quality of a group's work output. In the same way that the performance of a sports team is more than the sum of individual players' performances, group functioning in work organizations is more than the sum of individual task performances.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept

111) What is withdrawal behavior? Explain.

Answer: Withdrawal behavior is the set of actions that employees take to separate themselves from the organization. There are many forms of withdrawal, ranging from showing up late or failing to attend meetings to absenteeism and turnover. Employee withdrawal can have a very negative effect on an organization. The cost of employee turnover alone has been estimated to run into the thousands of dollars, even for entry-level positions. Absenteeism also costs organizations significant amounts of money and time every year. Withdrawal behavior may result in the workflow being disrupted and important decisions being delayed. In today's changing world of work, reasonable levels of employee-initiated turnover improve organizational flexibility and employee independence, and they can lessen the need for management-initiated layoffs.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Moderate

Quest. Category: Concept

112) What is citizenship behavior?

Answer: The discretionary behavior that is not part of an employee's formal job requirements and that contributes to the psychological and social environment of the workplace is called citizenship behavior. Successful organizations need employees who will do more than their usual job duties—who will provide performance beyond expectations. In today's dynamic workplace, where tasks are increasingly performed by teams and flexibility is critical, employees who engage in "good citizenship" behaviors help others on their team, volunteer for extra work, avoid unnecessary conflicts, respect the spirit as well as the letter of rules and regulations, and gracefully tolerate occasional work-related impositions and nuisances.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Moderate

Quest. Category: Concept

113) What is group cohesion?

Answer: Group cohesion is the extent to which members of a group support and validate one another at work. In other words, a cohesive group is one that sticks together. When employees trust one another, seek common goals, and work together to achieve these common ends, the group is cohesive; when employees are divided among themselves in terms of what they want to achieve and have little loyalty to one another, the group is not cohesive.

LO: 1.7: Compare the three levels of analysis in this text's OB model.

Difficulty: Easy

Quest. Category: Concept