

***Essentials of Organizational Behavior, 14e (Robbins/Judge)***

**Chapter 1 What Is Organizational Behavior?**

1) What are the three primary determinants of behavior in organizations?

- A) profit structure, organizational complexity, and job satisfaction
- B) individuals, profit structure, and job satisfaction
- C) individuals, groups, and job satisfaction
- D) groups, structure, and profit structure
- E) individuals, groups, and structure

Answer: E

Explanation: E) OB investigates the impact that individuals, groups, and structure have on behavior within organizations.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

2) Which of the following is not a core topic of organizational behavior?

- A) motivation
- B) attitude development
- C) conflict
- D) resource allocation
- E) work design

Answer: D

Explanation: D) OB includes the core topics of motivation, leader behavior and power, interpersonal communication, group structure and processes, personality, emotions, and values, attitude development and perception, change processes, conflict and negotiation, and work design. It does not include resource allocation.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

3) Until the late 1980s, business school curricula emphasized the \_\_\_\_\_ aspects of management.

- A) ethical
- B) people
- C) technical
- D) human
- E) global

Answer: C

Explanation: C) 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.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

4) Which of the following is not a reason why business schools have begun to include classes on organizational behavior?

- A) to increase manager effectiveness in organizations
- B) to help organizations attract top quality employees
- C) to expand organizations' consulting needs
- D) to improve retention of quality workers
- E) to help increase organizations' profits

Answer: C

Explanation: C) Understanding human behavior plays an important role in determining a manager's effectiveness. Developing managers' interpersonal skills helps organizations attract and keep high-performing employees. Positive social relationships are associated with lower stress at work and lower turnover. Finally, companies with reputations as good places to work have been found to generate superior financial performance. Expanding a company's consulting needs is not a positive reason to teach organizational behavior

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

- 5) According to a recent large-scale survey, 58 percent of managers did not receive \_\_\_\_\_.  
A) pay incentives  
B) training  
C) administrative support  
D) insurance  
E) office space

Answer: B

Explanation: B) 58 percent of managers reported they had not received any training and 25 percent admitted they were not ready to lead others when they were given the role.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

- 6) There is a connection between companies which have \_\_\_\_\_ and the incorporation of organizational behavior principles.

- A) high turnover rates
- B) specialized technical processes
- C) superior financial performance
- D) long-lasting CEOs
- E) all of the above

Answer: C

Explanation: C) Companies such as Genentech, the Boston Consulting Group, Qualcomm, McKinsey & Company, Procter & Gamble, Facebook, and Southwest Airlines all have incorporated the concepts of organizational behavior and attribute it to their ability to generate high financial outcomes.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

- 7) \_\_\_\_\_ is the study of the impact that individuals, groups, and structure have on behavior within organizations.

- A) Leadership
- B) Organizational strategy
- C) Performance management
- D) Employee relations
- E) Organizational behavior

Answer: E

Explanation: E) Organizational behavior is the 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.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

8) Which of the following is not a topic or concern related to OB?

- A) turnover
- B) leader behavior
- C) productivity
- D) management
- E) family behavior

Answer: E

Explanation: E) OB is concerned specifically with employment-related situations such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. OB includes the core topics of motivation, leader behavior and power, interpersonal communication, group structure and processes, personality, emotions, values, attitude development, perception, change processes, conflict and negotiation, and work design.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

9) The number of direct reports under a manager has increased from \_\_\_\_\_ to \_\_\_\_\_.

- A) 5; 7
- B) 4; 10
- C) 2; 7
- D) 1; 5
- E) 3; 4

Answer: A

Explanation: A) The demands of managers have increased, causing managers to on average supervise 7 employees, an increase from 5 in the past.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

10) The purpose of organizational behavior is to \_\_\_\_\_.

- A) better understand management
- B) improve an organization's effectiveness
- C) balance diversity
- D) create boilerplates
- E) replace human resources

Answer: B

Explanation: B) OB studies the impact individuals, groups, and structure have on an organization with the ultimate goal of improving effectiveness.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

11) According to Luthans, in addition to Traditional management roles, effective managers engage in all of the following activities except \_\_\_\_\_.

- A) Human resource management
- B) Networking
- C) Communications
- D) All of the above
- E) None of the above

Answer: D

Explanation: D) In addition to Traditional management, Luthans suggests managers take part in communication, human resource management, and networking activities.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

12) Navar is a manager at a mid-sized consulting firm. Within his role, he is responsible for motivating those under him to go out and meet new clients. Which of the four managerial activities is Navar exhibiting?

- A) Traditional management
- B) Communication
- C) Human resource management
- D) Networking
- E) Systems

Answer: C

Explanation: C) The act of motivation is classified as a human resource management activity.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

13) On average, managers spend most of their time doing which managerial activity?

- A) Traditional management
- B) Communication
- C) Human resource management
- D) Networking
- E) Systems

Answer: A

Explanation: A) 32 percent of a manager's time is spent doing traditional activities

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

14) On average, managers spend the least amount of time doing which managerial activity?

- A) Traditional management
- B) Communication
- C) Human resource management
- D) Networking
- E) Systems

Answer: D

Explanation: D) 19 percent of a manager's time is spent on networking

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

15) According to Luthans, if you want to be a *successful* manager, your time would be best spent on which managerial activity?

- A) Traditional management
- B) Communication
- C) Human resource management
- D) Networking
- E) Systems

Answer: D

Explanation: D) Networking has been shown to make the largest relative contribution to a manager's success.

Diff: 2

AACSB: Reflective thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

16) According to Luthans, if you want to be a *successful* manager, your time would be best spent not focusing on which managerial activity?

- A) Traditional management
- B) Communication
- C) Human resource management
- D) Networking
- E) Systems

Answer: C

Explanation: C) Focusing on human resource management has been shown to make the least relative contribution to a manager's success.

Diff: 2

AACSB: Reflective thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

17) According to Luthans, if you want to be an *effective* manager, your time would be best spent on which managerial activity?

- A) Traditional management
- B) Communication
- C) Human resource management
- D) Networking
- E) Systems

Answer: B

Explanation: B) Communication has been shown to make the largest relative contribution for effective managers.

Diff: 2

AACSB: Reflective thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

18) Over the last three decades, business school curricula has focused more on the technical aspects of management such as economics, accounting, finance, and quantitative techniques, and less on subjects related to human behavior and people skills.

Answer: FALSE

Explanation: Until the late 1980s, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques. 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.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

19) Organizational behavior is a field of study that helps in measuring, understanding, and changing attitudes; identifying communication patterns; and building trust. It has made important contributions to the study of group behavior, power, and conflict.

Answer: FALSE

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.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

20) Behavior is generally unpredictable, and the systematic study of behavior is a means to making reasonably accurate predictions.

Answer: FALSE

Explanation: Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

21) Managers who explain their decisions and seek information from colleagues and employees tend to be less successful because they emphasize negativity.

Answer: FALSE

Explanation: Even if the information is negative, seeking input from others makes a manager more effective.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

22) Organizational behavior is essentially the study of "people skills."

Answer: FALSE

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).

23) Organizations typically chose the wrong candidate for management positions 82 percent of the time.

Answer: TRUE

Explanation: A Gallup poll found that organizations chose the wrong manager 82 percent of the time.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (referred to as OB throughout the text).



24) Which of the following problems would an OB study be least likely to focus on?

- A) an increase in absenteeism at a certain company
- B) a fall in productivity in one shift of a manufacturing plant
- C) a decrease in sales due to growing foreign competition
- D) an increase in theft by employees at a retail store
- E) excessive turnover among volunteer workers at a non-profit organization

Answer: C

Explanation: C) OB is concerned specifically with employment-related situations such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. A study of foreign competition would not be part of an OB research project.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.2 Show the value of systematic study to OB.

25) In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?

- 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.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

26) Betty believes that it is best to take the casual or common sense approach to reading others. She needs to remember that \_\_\_\_\_.

- A) the casual approach is nonsensical, and should be avoided as much as possible
- B) the systematic approach and the casual approach are one and the same
- C) laboratory experiments on human behavior often result in unreliable findings
- D) the casual or common sense approach to reading others can often lead to erroneous predictions
- E) behavior is unpredictable, hence there is no accurate way to analyze it

Answer: D

Explanation: D) Unfortunately, the casual or common sense approach to reading others can often lead to erroneous predictions. However, you can improve your predictive ability by supplementing intuition with a more systematic approach.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.2 Show the value of systematic study to OB.

27) Which of the following beliefs explains the usefulness of the systematic approach to the study of organizational behavior?

- A) Human behavior does not vary a great deal between individuals and situations.
- B) Human behavior is not random.
- C) Human behavior is not consistent.
- D) Human behavior is rarely predictable.
- E) Human behavior is often not sensible.

Answer: B

Explanation: B) Underlying the systematic approach to the study of organizational behavior is the belief that behavior is not random. Rather, we can identify fundamental consistencies underlying the behavior of all individuals and modify them to reflect individual differences. Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

28) Basing managerial decisions on the best available scientific support is called \_\_\_\_\_.

- A) intuition
- B) organizational process
- C) organizational behavior
- D) evidence-based management
- E) conceptual management

Answer: D

Explanation: D) Evidence-based management (EBM) complements systematic study (which includes looking at relationships, not merely studying scientific evidence), by basing managerial decisions on the best available scientific evidence.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

29) If a manager uses data to define objectives, develop theories of causality, and then test those theories, then she can ultimately determine \_\_\_\_\_.

- A) which products to produce
- B) which employee activities are relevant to objectives
- C) what objectives the company needs to follow
- D) who should be fired
- E) all of the above

Answer: B

Explanation: B) Through the use of data to develop and test theories, managers can ultimately determine which activities of employees best match the objectives of the organization.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

30) 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 our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

31) Holly needs to assign a very important advertising account to one of her writers. First she reviewed each writer's work load, then she studied the sales data of the products for the last three campaigns of each writer, then she reviewed each writer's annual review to familiarize herself with their goals. Finally, she gave the account to Paula, a very creative, efficient, writer who has had high sales results with her last three clients' products. Janet's management style is based on \_\_\_\_\_.

- A) intuition or "gut feeling"
- B) organizational behavioral studies
- C) subjective assessments
- D) preconceived notions
- E) systematic study

Answer: E

Explanation: E) Systematic study means 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.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.2 Show the value of systematic study to OB.

32) The use of surveillance analytics within organizational behavior is a product of the computer age.

Answer: FALSE

Explanation: Surveillance analytics were first introduced by Frederick Taylor in 1911.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.2 Show the value of systematic study to OB.

33) Without computers, management as we know it would not exist.

Answer: TRUE

Explanation: Computers have made it possible to use statistics in the area of evidence based management.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

34) Intuition comes from "gut feelings" about the state of some phenomenon of interest.

Answer: TRUE

Explanation: Intuition is a gut feeling not necessarily supported by research.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

35) As the manager of a large soft drink company, you have access to millions of pieces of data on consumer consumption of your drink. As the seasons change, how can you use this data to make human resources decisions?

Answer: One of the benefits of Big Data is to be able to predict events. Using the data, I can determine the likely sales of the product and then determine how many employees will be needed to meet our production needs. I can also use the data to detect how much risk is involved in either increasing or decreasing our production and correlated human resource needs.

Diff: 3

AACSB: Application of knowledge

Quest. Category: Application

LO: 1.2 Show the value of systematic study to OB.

36) 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 in our attempts to understand behavior within organizations in order to help uncover important facts and relationships. Intuition will provide a base from which more accurate predictions of behavior can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic study involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence. This process helps us to explain and predict behavior.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.2 Show the value of systematic study to OB.

37) Organizational behavior is constructed from all of the following disciplines except

- \_\_\_\_\_.
- A) physics
- B) psychology
- C) anthropology
- D) sociology
- E) social psychology

Answer: A

Explanation: A) Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology. Physics does not form a part of OB studies.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

38) \_\_\_\_\_ is a science that seeks to measure, explain, and sometimes change the behavior of humans and other animals.

- A) Psychiatry
- B) Psychology
- C) Sociology
- D) Political science
- E) Organizational behavior

Answer: B

Explanation: B) Psychology is defined as the science that seeks to measure, explain, and sometimes change the behavior of humans and other animals through study of the individual.

Contributions include learning, perception, personality, emotions, training, leadership effectiveness, and more.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

39) Which behavioral science discipline is most focused on understanding individual behavior?

- A) sociology
- B) social psychology
- C) psychology
- D) anthropology
- E) organizational behavior

Answer: C

Explanation: C) Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology. Psychology's contributions have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

40) Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?

- A) the level of the group
- B) the level of the individual
- C) the level of the organization
- D) the level of culture
- E) the level of interacting groups

Answer: B

Explanation: B) Psychology's contributions to the field of organizational behavior have been mainly at the individual or micro level of analysis, while the other disciplines have contributed to our understanding of macro concepts such as group processes and organization.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

41) Austin 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 a 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) social psychology
- E) archaeology

Answer: A

Explanation: A) Because Austin's study focuses on the causes of 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.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

42) 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 should 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.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

43) 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 professor out of this group would you expect to address issues on communication?

- A) the psychologist
- B) the anthropologist
- C) the political scientist
- D) the social psychologist
- E) the industrial engineer

Answer: D

Explanation: D) Social psychology focuses on peoples' influence on one another. Social psychologists contribute to identifying communication patterns and more.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.



44) 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. You should expect that the faculty member from \_\_\_\_\_ will probably contribute information about large-scale group behavior.

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

Answer: A

Explanation: A) Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behavior in organizations.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

45) The science of \_\_\_\_\_ was developed by applying general concepts to a particular situation, person, or group.

- A) organizational behavior
- B) anthropology
- C) psychology
- D) sociology
- E) social psychology

Answer: A

Explanation: A) The science of OB has been developed by applying general concepts to a particular situation, person, or group, whereas, anthropology is the study of societies to learn about human beings and their activities; psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals; sociology studies people in relation to their social environment or culture; and social psychology focuses on peoples' influence on one another.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

46) Group behavior, power, and conflict are central areas of study for \_\_\_\_\_.

- A) archaeologists
- B) philanthropists
- C) anthropologists
- D) social psychologists
- E) operations analysts

Answer: D

Explanation: D) Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on peoples' influence on one another. This field has made important contributions to our study of group behavior, power, and conflict.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

47) \_\_\_\_\_ blends concepts from psychology and sociology and focuses on the influence people have on one another.

- A) Corporate strategy
- B) Anthropology
- C) Political science
- D) Social psychology
- E) Archaeology

Answer: D

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

48) Jude is a social psychologist. He is working on a concept in social psychology, which is a major study area, and learning how to implement it and how to reduce barriers to its acceptance. Jude is studying the concept of \_\_\_\_\_.

- A) culture
- B) ethics
- C) power
- D) change
- E) fatigue

Answer: D

Explanation: D) One major study area of social psychology is change—how to implement it and how to reduce barriers to its acceptance. Social psychologists also contribute to measuring, understanding, and changing attitudes; identifying communication patterns; and building trust.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

49) \_\_\_\_\_ focuses on the study of people in relation to their social environment.

- A) Psychology
- B) Sociology
- C) Corporate strategy
- D) Political science
- E) Operations management

Answer: B

Explanation: B) Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behavior in organizations, particularly formal and complex organizations.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

50) Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure?

- A) psychology
- B) operations management
- C) corporate strategy
- D) political science
- E) sociology

Answer: E

Explanation: E) Perhaps most important to the field of sociology is the study of organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict, which all contribute widely to OB.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

51) This field of study has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations.

- A) anthropology
- B) corporate strategy
- C) political science
- D) operations research
- E) psycholinguistics

Answer: A

Explanation: A) Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

52) The subject of organizational culture has been most influenced by which behavioral science discipline?

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

Answer: A

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

53) Social psychology is an area within psychology, blending concepts from both psychology and socialism.

Answer: FALSE

Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on peoples' influence on one another.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

54) Conflict and power have been major topics of concern for social psychologists.

Answer: TRUE

Explanation: Social psychologists have made important contributions to our study of group behavior, power, and conflict.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

55) What psychology is to the group, sociology is to the individual.

Answer: FALSE

Explanation: While psychology focuses on the individual, sociologists have contributed to OB through their study of group behavior in organizations, particularly formal and complex organizations.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

56) Anthropology has helped us understand differences in values and attitudes between people in different countries.

Answer: TRUE

Explanation: Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

57) Describe how one of the sciences that contributes to organizational behavior could be used in EBM. Define the science, some of the science's contributions to OB, and describe a workplace example of how it could be used in EBM.

Answer: Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. Doctors need 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. For example, a manager that is struggling with high turnover in his company could look toward social psychology to help solve the problem. 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, how to implement it and how to reduce barriers to its acceptance. A manager could look at a social psychology study on job satisfaction to determine what changes he might make to be able to better retain employees.

Diff: 3

AACSB: Reflective thinking

Quest. Category: Synthesis

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

58) 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. Contributions have been made by learning theorists, personality theorists, counseling psychologists, and industrial and organizational psychologists. Contributions have been made in 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.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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

Answer: These fields all deal with the human condition. 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.

Diff: 3

AACSB: Reflective thinking

Quest. Category: Synthesis

LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

60) Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Nevertheless, it does not mean that OB cannot offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must \_\_\_\_\_.

- A) focus on the reliability and validity of research data
- B) attempt to establish cause-and-effect relationships
- C) be consistently applicable across a wide range of situations
- D) reflect situational, or contingency, conditions
- E) avoid assumptions

Answer: D

Explanation: D) Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. That doesn't mean that we can't offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions. We can say  $x$  leads to  $y$ , but only under conditions specified in  $z$ —the contingency variables.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

61) OB concepts must reflect contingency conditions for all of the following reasons except \_\_\_\_\_.

- A) human beings are complex
- B) our predictions and assumptions are almost accurate all the time
- C) one person's behavior changes in different situations
- D) we are limited in our ability to make sweeping generalizations
- E) two people often act very differently in the same situation

Answer: B

Explanation: B) Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Two people often act very differently in the same situation, and the same person's behavior changes in different situations. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

62) 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.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.4 Demonstrate why few absolutes apply to OB.

63) Munwar and Jackson both work as logistics supervisors at a successful restaurant management company. Recently, the manager for District G retired and both Munwar and Jackson have been approached about filling the position. While Munwar was excited about the possible promotion, Jackson was not interested in the position because it would require relocation and travel as well as the supervision of over 200 employees. Jackson's behavior can be explained through \_\_\_\_\_.

- A) sociology
- B) big data
- C) organizational behavior
- D) contingency variables
- E) interpersonal skills

Answer: D

Explanation: D) Different people are motivated by different things and the appeal of the new job is contingent on who is taking it. For Jackson, the increase of responsibility by conflict with his personal life or career motivations.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

LO: 1.4 Demonstrate why few absolutes apply to OB.



- 64) Given the climate of "temporariness" in modern organizations, employees must \_\_\_\_\_.  
A) continually update their knowledge and skills  
B) be prepared to stay in the same position for longer periods of time  
C) have closer connections with their peers  
D) foster friendship within the work environment  
E) limit their mobility if they hope to compete

Answer: A

Explanation: A) Workers must continually update their knowledge and skills to perform new job requirements. Workplace predictability has been replaced by temporary work groups, with members from different departments, and the increased use of employee rotation to fill constantly changing work assignments. Therefore, employees must be able to cope with increasing knowledge demands.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

- 65) Which of the following statements best describes contingency variables?  
A) They are scientific factors based on universal truths.  
B) They are factors that moderate the relationship between two or more events or situations.  
C) There is general consensus among OB researchers that they can be controlled.  
D) They are the cause-and-effect principles that tend to apply to all situations that have been discovered.  
E) They are simple and universal principles that explain organizational behavior.

Answer: B

Explanation: B) 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  $z$ . Because humans are somewhat unpredictable, all OB studies must have contingency variables.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

66) Raymond is completing a study on discrimination in which he has noted that saleswomen who wear skirt suits make more sales than saleswomen who only wear pant suits. However, Raymond determined that his findings only pertained to those industries in which the purchasing decision maker is traditionally masculine. For example, the sales results were the same for all women selling to medical office managers, a female dominated field. Raymond used \_\_\_\_\_ variables to more accurately explain his results.

- 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  $z$ . Because humans are somewhat unpredictable, all OB studies must have contingency variables. By limiting his results to only male-oriented industries, Raymond is able to make a generalization.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.4 Demonstrate why few absolutes apply to OB.

67) OB researchers cannot offer reasonably accurate explanations of human behavior since people act very differently in similar situations.

Answer: FALSE

Explanation: Two people often act very differently in the same situation, and the same person's behavior changes in different situations. That doesn't mean that we can't offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions. We can say  $x$  leads to  $y$ , but only under conditions specified in  $z$ —the contingency variables.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

68) OB draws from several research-based theories about how people behave in organizations and contains several straightforward cause-and-effect relationships.

Answer: FALSE

Explanation: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. As such, few straightforward cause-and-effect relationships exist in this discipline. Organizational behavior theories mirror the subject matter with which they deal, and people are complex and complicated.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

69) Explain why there are few absolutes in organizational behavior. Despite this, how are we able to make valid predictions?

Answer: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited. 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. However, we can offer reasonably accurate explanations of human behavior or make valid predictions, provided OB concepts reflect situational, or contingency, conditions. We can say  $x$  leads to  $y$ , but only under conditions specified in  $z$ —the contingency variables. For example, OB scholars would avoid stating that everyone likes complex and challenging work (the general concept) because not everyone wants a challenging job. Some people prefer routine over varied, or simple over complex. A job attractive to one person may not be to another; its appeal is contingent on the person who holds it.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

70) Most managers and employees today work in a climate best characterized as "temporary." Explain.

Answer: Globalization, expanded capacity, and advances in technology have required organizations to be fast and flexible if they are to survive. The result is that most managers and employees today work in a climate best characterized as "temporary."

Workers must continually update their knowledge and skills to perform new job requirements. In the past, employees were assigned to a specific work group, gaining a considerable amount of security working with the same people day in and day out. That predictability has been replaced by temporary work groups, with members from different departments, and the increased use of employee rotation to fill constantly changing work assignments. Finally, organizations themselves are in a state of flux. They continually reorganize their various divisions, sell off poorly performing businesses, downsize operations, subcontract noncritical services and operations to other organizations, and replace permanent employees with temporary workers. Today's managers and employees must learn to cope with temporariness, flexibility, spontaneity, and unpredictability.

Diff: 3

AACSB: Reflective thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

71) \_\_\_\_\_ is an effect of increasing globalization.

- A) More expensive consumer goods
- B) An increase in manufacturing jobs in developed nations
- C) An ever increasingly homogeneous workforce
- D) Shared economic values 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. Because of this consumer goods remain affordable, but manufacturing jobs flow to less developed nations and the workforce is increasingly diverse physically and psychologically.

Diff: 2

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

72) Variations in the economy, longevity, and birth rates are all forces which affect \_\_\_\_\_.

- A) organizations
- B) socioeconomic conditions
- C) OB studies
- D) the workforce
- E) networking conditions

Answer: D

Explanation: D) The workforce has always had to adapt to variations in the economy, longevity and birth rates, socioeconomic conditions, and other changes that have wide-spread impact.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

73) Over the past 15 years, longevity rates have \_\_\_\_\_ while birth rates have \_\_\_\_\_.

- A) decreased; decreased
- B) increased; decreased
- C) increased; remained consistent
- D) increased; increased
- E) decreased; increased

Answer: B

Explanation: B) Since 1990, longevity rates have increased by 6 years while birth rates have decreased.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

74) \_\_\_\_\_ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.

- A) Globalization
- B) Workforce diversity
- C) Affirmative action
- D) Organizational culture
- E) Operational homogeneity

Answer: B

Explanation: B) 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.

Diff: 2

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

75) Raul is a financial analyst who oversees the daily financial expenditures for a major big box retailer. On a typical day, Raul does not interact with other employees and only meets with his team on Monday afternoons; however, he typically has to run a report at 7:30 am and then a final report at 7:30 pm. Raul and his wife Emily have a six-month-old son and Emily will soon be returning to work thus requiring the couple to engage childcare. To enhance Raul's well-being at work, his manager could \_\_\_\_\_.

- A) reassign Raul to a position which requires less time
- B) allow Raul to completely work from home
- C) allow Raul to work from home four days a week
- D) fire Raul
- E) None of these ideas would enhance Raul's well-being.

Answer: C

Explanation: C) While allowing Raul to work totally from home may seem attractive, this could cause problems within the workplace. By allowing Raul to work from home four days a week, he will still have a presence in the office but also be able to reduce his work and nonwork conflicts.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

76) Whereas \_\_\_\_\_ focuses on differences among people from different countries, \_\_\_\_\_ addresses differences among people within given countries.

- A) workforce diversity; globalization
- B) globalization; workforce diversity
- C) culture; diversity
- D) culturalization; workforce diversity
- E) psychology; social psychology

Answer: B

Explanation: B) One of the most important challenges for organizations is adapting to people who are different. We describe this challenge as workforce diversity. Whereas globalization focuses on differences among people from different countries, workforce diversity addresses differences among people within given countries.

Diff: 3

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

77) Workforce diversity means that organizations are becoming more heterogeneous in terms of all of the following except \_\_\_\_\_.

- A) age
- B) gender
- C) domestic partners
- D) socioeconomic status
- E) religion

Answer: D

Explanation: D) Gender, race, national origin, age, disability, domestic partners, and religion are the major workforce diversity categories.

Diff: 1

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

78) Which of the following statements is not true about work force diversity?

- A) Disability is a category of workforce diversity.
- B) Managing workforce diversity presents many challenges.
- C) Workforce diversity focuses on differences within a country.
- D) Sexual orientation is a part of workforce diversity.
- E) Workforce diversity is a concern only in the United States.

Answer: E

Explanation: E) Managing workforce diversity is a global concern. Most European countries have experienced dramatic growth in immigration from the Middle East; Argentina and Venezuela host a significant number of migrants from other South American countries; and nations from India to Iraq to Indonesia find great cultural diversity within their borders.

Diff: 1

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

79) \_\_\_\_\_ influences employees' behavior so strongly that organizations have started employing specific employees to preserve the status quo of the company.

- A) Organizational culture
- B) Socioeconomic environment
- C) Politics
- D) Human resources
- E) Social media

Answer: A

Explanation: A) One aspect of a positive work environment is the organization's culture. Organizational culture influences employee behavior so strongly that organizations have begun to employ a culture officer to shape and preserve the company's personality.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

80) Which of the following is not an action characteristic of an organization in flux?

- A) replacing temporary workers with permanent ones
- B) reorganizing divisions
- C) downsizing operations
- D) subcontracting noncritical services and operations to other organizations
- E) selling off poorly performing divisions

Answer: A

Explanation: A) Organizations that are in a state of flux continually reorganize their various divisions, sell off poorly performing businesses, downsize operations, subcontract noncritical services and operations to other organizations, and replace permanent employees with temporary workers.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

81) Timothy works with people of various nationalities and faiths. How can he effectively manage people from different cultures?

- A) by adapting his management style to their differences
- B) by keeping a straightforward and open communication style
- C) by using his own motivations to guide others
- D) by treating everyone uniformly, regardless of their background
- E) by guiding them to adapt to his management style

Answer: A

Explanation: A) To work effectively with people from different cultures, you need to understand how their culture, geography, and religion have shaped them and how to adapt your management style to their differences. What motivates you may not motivate them. Or your communication style may be straightforward and open, which others may find uncomfortable and threatening.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

82) Which of the following is not considered a key quality of an employee in a customer-responsive culture?

- A) friendly and courteous
- B) accessible
- C) knowledgeable
- D) good computer skills
- E) willing to do what's necessary to please the customer

Answer: D

Explanation: D) Management needs to create a customer-responsive culture. OB can provide considerable guidance in helping managers create such cultures—in which employees are friendly and courteous, accessible, knowledgeable, prompt in responding to customer needs, and willing to do what's necessary to please the customer.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.



83) Which one of the following is not an example of globalization?

- A) After years of lackluster performance, Boeing realized it needed to change its business model.
- B) McDonald's sells hamburgers in more than 100 countries in six continents.
- C) All major automobile makers now manufacture cars outside their borders.
- D) At Finland-based phone maker Nokia's renowned research center in Helsinki, non-Finns now outnumber Finns.
- E) ExxonMobil, a so-called United States company, reported that less than six percent of their 2011 earnings were from gas and products sales in the United States.

Answer: A

Explanation: A) Organizations are no longer constrained by national borders. Burger King is owned by a British firm, and McDonald's sells hamburgers in more than 100 countries in six continents. ExxonMobil, a so-called United States company, reported that less than six percent of their 2011 earnings were from gas and products sales in the United States. New employees at Finland-based phone maker Nokia are increasingly being recruited from India, China, and other developing countries—non-Finns now outnumber Finns at their renowned research center in Helsinki. And all major automobile makers now manufacture cars outside their borders: Honda builds cars in Ohio, Ford in Brazil, Volkswagen in Mexico, and both Mercedes and BMW in South Africa.

Diff: 3

AACSB: Analytical Thinking; Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

84) Which of the following factors makes it imperative that organizations be fast and flexible?

- A) workforce diversity
- B) corporate excess
- C) truncated capacity
- D) advances in corporate strategy
- E) globalization

Answer: E

Explanation: E) Globalization, expanded capacity, and advances in technology have required organizations to be fast and flexible if they are to survive. The result is that most managers and employees today work in a climate best characterized as "temporary."

Diff: 3

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

85) Many employees of global firms are "on call" 24 hours a day for all of the following reasons except \_\_\_\_\_.

- A) they are able to create and structure their own roles with flexible work schedules
- B) they need to consult with colleagues or customers eight or ten time zones away
- C) they can now do their work at home or other non-office locations
- D) they are being asked to put in longer hours by their organizations
- E) they are facing increasing demands of globalization and competition

Answer: A

Explanation: A) Many employees of global firms are "on call" 24 hours a day because: they need to consult with colleagues or customers eight or ten time zones away; communication technology allows many technical and professional employees to do their work at home, in their cars, or in other non-office locations; and organizations are asking employees to put in longer hours. However, today's workplace also presents opportunities for workers to create and structure their own roles and avail flexibility in work schedules for a better work-life balance.

Diff: 2

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

86) Situations where an individual is required to define right and wrong conduct are termed \_\_\_\_\_.

- A) diversity issues
- B) human resource problems
- C) ethical dilemmas
- D) organizational complexities
- E) social puzzles

Answer: C

Explanation: C) Ethical dilemmas and ethical choices are situations in which individuals are required to define right and wrong conduct. For example, if an employee has to decide to uncover illegal activities in the company, even if it means losing his job, he has an ethical dilemma.

Diff: 2

AACSB: Ethical understanding and reasoning

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

87) Managers and their organizations are responding to the problem of unethical behavior in all of the following ways except \_\_\_\_\_.

- A) by offering seminars, workshops, and other training programs to try to improve ethical behaviors
- B) by writing and distributing codes of ethics to guide employees through ethical dilemmas
- C) by hiring people who can identify unethical employees and take action against them
- D) by providing in-house advisors who can be contacted for assistance in dealing with ethical issues
- E) by creating protection mechanisms for employees who reveal internal unethical practices

Answer: C

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

Diff: 2

AACSB: Ethical understanding and reasoning

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

88) An ethically healthy climate \_\_\_\_\_.

- A) exists where employees confront a minimal degree of ambiguity regarding what constitutes right and wrong behaviors
- B) is non-existent in businesses
- C) seldom allows employees to do their work productively
- D) cannot be created by managers, but must be dictated by the organization's mission
- E) interferes with the actual performance of the organization

Answer: A

Explanation: A) Companies that promote a strong ethical mission, encourage employees to behave with integrity, and provide strong ethical leadership can influence employee decisions to behave ethically. Today's manager must create an ethically healthy climate for his or her employees, where they can do their work productively with minimal ambiguity about what right and wrong behaviors are.

Diff: 3

AACSB: Ethical understanding and reasoning

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

89) Employees today are \_\_\_\_\_.

- A) expressing increased confidence in management
- B) expressing increased trust in management
- C) increasingly certain about what constitutes appropriate ethical behavior
- D) increasingly uncertain about what constitutes appropriate ethical behavior
- E) less likely to engage in unethical practices

Answer: D

Explanation: D) Increasingly the employees face ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. What constitutes good ethical behavior has never been clearly defined, and, in recent years, the line differentiating right from wrong has blurred.

Diff: 2

AACSB: Ethical understanding and reasoning

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

90) Which of the following is not an example of an ethical dilemma?

- A) Do I allow some employees to work from home, and not others?
- B) Do I offer a bribe to land a contract?
- C) Do I write a check on a closed account?
- D) Do I fire an employee to avoid paying her a big bonus?
- E) Do I fire a whistle blower for exposing the company's wrongdoing?

Answer: A

Explanation: A) Increasingly the employees face ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. What constitutes good ethical behavior has never been clearly defined, and, in recent years, the line differentiating right from wrong has blurred.

Diff: 2

AACSB: Ethical understanding and reasoning

Quest. Category: Application

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

91) If current trends hold consistent, you will most likely retire by the age of 50.

Answer: FALSE

Explanation: Current trends show a lasting shift toward an aging workforce.

Diff: 1

AACSB: Reflective thinking

Quest. Category: Analytical

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

92) Asking your professor of this course to raise your grade might cause your professor to have an ethical dilemma.

Answer: TRUE

Explanation: Ethical behaviors are not clearly defined and the line between right and wrong has become more blurred as time has progressed. Asking your professor for a higher grade might cause them to question the fairness of giving you a grade you did not earn.

Diff: 2

AACSB: Ethical understanding and reasoning

Quest. Category: Critical Thinking

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

93) As the world has become more global, managers have to become capable of working with people from different cultures.

Answer: TRUE

Explanation: To work effectively with people from different cultures, you need to understand how their culture, geography, and religion have shaped them and how to adapt your management style to their differences.

Diff: 2

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

94) Workforce diversity is a topic dealing with 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.

Diff: 2

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

95) Today's managers and employees must learn to cope with temporariness, flexibility, spontaneity, and unpredictability.

Answer: TRUE

Explanation: Globalization, expanded capacity, and advances in technology have required organizations to be fast and flexible if they are to survive. The result is that most managers and employees today work in a climate best characterized as "temporary."

Diff: 2

AACSB: Diverse and multicultural work environments

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

96) Balancing work and life demands now surpasses job security as an employee priority.

Answer: TRUE

Explanation: Employees increasingly recognize that work infringes on their personal lives, and they're not happy about it. Recent studies suggest employees want jobs that give them flexibility in their work schedules so they can better manage work–life conflicts. In fact, balancing work and life demands now surpasses job security as an employee priority.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

97) Ethical dilemmas are situations in which employees are required to identify right and wrong conduct.

Answer: TRUE

Explanation: Increasingly, employees are facing ethical dilemmas and ethical choices, in which they are required to identify right and wrong conduct. Managers must create an ethically healthy climate for employees, where they can do their work productively with minimal ambiguity about what right and wrong behaviors are.

Diff: 2

AACSB: Ethical understanding and reasoning

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

98) As a student of organizational behavior, you have the opportunity to investigate what factors lead employees to make certain choices. What can this in turn help you do within your job?

Answer: By investigating these factors, one can predict the potential outcomes within the organization.

Diff: 3

AACSB: Reflective thinking

Quest. Category: Critical Thinking

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

99) Explain "workforce diversity." What key managerial skill do you think is most important when dealing with workforce diversity?

Answer: Workforce diversity is a term used to describe how organizations are becoming more heterogeneous with regard to gender, race, and ethnicity. It also includes disabilities, sexual orientation, and age. Human skills are defined by the ability to work with, understand, and motivate other people and would be important to manage a diverse workforce because of the different individual variables that the manager would be working with.

Diff: 3

AACSB: Reflective thinking

Quest. Category: Concept

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

100) You are working as a manager of a financial planning office where you require your employees to have a presence on social media. One of your financial advisors posts to his Twitter account that he needs \$500 to pay his rent for the month. Would you punish him? Why or why not?

Answer: Responses to this question will vary but should address both the right of the employee to make personal statements but also address that employees should not make public statements that might harm the reputation of the company. In this case, a financial planner who cannot pay his rent might certainly harm the reputation of the company.

Diff: 3

AACSB: Ethical understanding and reasoning

Quest. Category: Critical Thinking

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

101) What conclusions can you draw about turnover if an employer strives to find balance in work-life conflicts? How can the employer find this balance and still have productive employees?

Answer: Because work is constantly infringing on people's lives, some employers make efforts to find balance in the work-life conflict. For example, if a job requires a lot of travel time away from the family, when the travel assignment is done, the employer could allow the employee to work from home several days to be able to spend more time with the family. Allowing flexible schedules and complementary time off for overtime worked gives an employee time to recuperate what was lost to work, thus increasing job satisfaction and most likely decreasing turnover.

Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs—which are quite significant. Although it might appear that the employer is losing productivity by allowing flexible time and balance in work-life conflicts, he is actually increasing productivity because he isn't training new employees due to reduced turnover, and employees with high job satisfaction are more productive.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Synthesis

LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

102) The variables, such as personality, group structure, and culture, which lead to processes are called \_\_\_\_\_.

A) resources

B) abilities

C) inputs

D) ethics

E) genetics

Answer: C

Explanation: C) Inputs set the stage for what occur within the organization.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

103) Which of the following typically takes the organization the longest to develop?

- A) inputs
- B) environment
- C) individual responsibilities
- D) roles
- E) culture

Answer: E

Explanation: E) Organizational structure and culture are usually the result of years of development and change as the organization adapts to its environment.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

104) Which of the following are typically assigned just before or after a group is formed?

- A) inputs
- B) environment
- C) individual responsibilities
- D) roles
- E) culture

Answer: D

Explanation: D) Group structure, roles, and team responsibilities are typically assigned immediately before or after a group is formed.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

105) \_\_\_\_\_ are actions that individuals, groups, and organizations engage in as a result of inputs.

- A) Processes
- B) Cultures
- C) Structures
- D) Outcomes
- E) Policies

Answer: A

Explanation: A) Processes are the "verbs" of organizational behavior.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.



106) At the individual level, processes can include all but which of the following?

- A) emotions and moods
- B) motivation
- C) perception
- D) leadership
- E) decision making

Answer: D

Explanation: D) Leadership occurs at the group level

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

107) At the group level, processes can include all but which of the following?

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

Answer: C

Explanation: C) Motivation occurs at the individual level

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

108) Ample evidence exists which indicates that an employee who is satisfied and treated fairly is more likely to \_\_\_\_\_.

- A) meet their managers expectations
- B) engage in citizenship behaviors
- C) be recruited by other organizations
- D) be named team lead
- E) become used by others within the team

Answer: B

Explanation: B) Employees who are satisfied will often go above and beyond their expectations, which includes exhibiting citizenship behaviors.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

109) The combination of \_\_\_\_\_ and \_\_\_\_\_ at doing one's core job tasks is a reflection of one's level of task performance.

- A) effectiveness; esteem
- B) efficiency; motivation
- C) roles; motivation
- D) effectiveness; efficiency
- E) efficiency; esteem

Answer: D

Explanation: D) Our task performance is a combination of how well we do our job (effectiveness) and how well we utilize our resources while doing the job (efficiency).

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

110) Vance has been at his job as a department manager for four years. During this time, Vance has continually been abused by his supervisor; however, he has continued to do his job well. If Vance's motivation falters, what behavior is Vance most likely to exhibit?

- A) begin showing up for work late
- B) bring everyone donuts
- C) stop attending the monthly directors meeting
- D) both A and C
- E) each A, B, and C

Answer: D

Explanation: D) Someone who is abused at work will eventually display withdrawal behaviors, including absenteeism. Bringing donuts would be a citizenship behavior.

Diff: 3

AACSB: Interpersonal Relations and teamwork

Quest. Category: Synthesis

LO: 1.6 Compare the three levels of analysis in this text's OB model.

111) Which of the following is an example of group cohesion?

- A) complimenting a coworker
- B) calling a teammate after the death of his grandmother
- C) staying late to help a coworker meet her deadline
- D) bringing donuts to a meeting
- E) all of the above

Answer: E

Explanation: E) 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.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

112) A group with a high level of cohesion is most likely to exhibit \_\_\_\_\_.

- A) processes
- B) inputs
- C) citizenship behaviors
- D) withdrawal behaviors
- E) productivity

Answer: C

Explanation: C) Groups with high levels of cohesion are more likely to work together and want to support one another beyond their job expectations.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Synthesis

LO: 1.6 Compare the three levels of analysis in this text's OB model.

113) Group cohesion should lead to \_\_\_\_\_.

- A) citizenship behaviors
- B) withdrawal behaviors
- C) task performance
- D) productivity
- E) group functioning

Answer: E

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

114) Popular measures of organizational efficiency include return on investment, output per hour of labor, and \_\_\_\_\_.

- A) profit per dollar of sales
- B) number of employees retained
- C) number of franchises created
- D) reduction in customer complaints
- E) achieving sales goals

Answer: A

Explanation: A) The amount of profit a firm achieves is directly tied to how efficiently it produces its product.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

115) The survival of an organization depends on not just how productive the organization is, but also on \_\_\_\_\_.

- A) their economy of scale
- B) how well they fit in the environment
- C) which products they produce
- D) their geographic expansion
- E) the strength of their competitors

Answer: B

Explanation: B) The idea of organizational survival discusses how an organization is able to exist and to grow over time. An organizations fit in their environment is key to their survival.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

116) According to Robbins and Judge, organizational behavior can be analyzed on all of the following levels except \_\_\_\_\_.

- A) outcome
- B) group
- C) organizational
- D) individual
- E) none of the above

Answer: A

Explanation: A) According to the authors, there are three levels of analysis: individual, group, and organizational. Outcomes are a type of variable used within the levels of analysis.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

LO: 1.6 Compare the three levels of analysis in this text's OB model.

117) Citizenship behaviors are required to have the highest levels of task performance.

Answer: FALSE

Explanation: Citizenship behaviors are not part of one's job but do contribute to the environment of the organization.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.6 Compare the three levels of analysis in this text's OB model.

118) Blockbuster Video maintained long standing success until challenged by Netflix and I-Tunes. Using the theory of Organizational Survival, explain why Blockbuster faltered.

Answer: Blockbuster's model of requiring customers to come into the store and physically take a DVD or Video was no longer a fit in the technologically advanced environment which allowed customers to access video instantly.

Diff: 3

AACSB: Application of knowledge

Quest. Category: Application

LO: 1.6 Compare the three levels of analysis in this text's OB model.

119) It is important for service organizations to include customer needs and requirements in assessing their effectiveness. Why is this so?

Answer: The attitudes of employees directly affect customer behaviors and therefore profitability.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

LO: 1.6 Compare the three levels of analysis in this text's OB model.

120) Is it true that no job is actually stressful? Explain your response.

Answer: Yes, it is true that no job is inherently stressful. Stress is a psychological response to the processes within a job. The tasks of any job are not themselves stressful, it is just how an individual responds that makes the job seem stressful (or not).

Diff: 3

AACSB: Application of knowledge

Quest. Category: Application

LO: 1.6 Compare the three levels of analysis in this text's OB model.

121) List and describe the three levels of analysis which comprise the OB model.

Answer:

Individual—the elements of study which explore OB on the personal level, including the topics of diversity, attitudes, job satisfaction, emotions, moods, personality, values, decision making and motivation.

Group—the elements which explore the organization from the perspective of how individuals interact with one another including groups and teams, communication, leadership, power, politics, and conflict.

Organization—the elements of OB which pertains to the ways in which multiple groups interact with one another including organizational culture, change, and stress management.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.6 Compare the three levels of analysis in this text's OB model.