

Chapter 1 The Field of Organizational Behavior

1.1 Multiple Choice Questions

- 1) _____ is defined as "the multidisciplinary field that seeks knowledge of behavior in organizational settings by systematically studying individual, group, and organizational processes." A) Industrial psychology B) Organizational psychology C) Behavioral science D) Organizational behavior

Answer: D

Diff: 2 Page Ref: 4 LO: 1

- 2) Limitations of case studies include: A) It is expensive and time consuming to collect data. B) Empirical techniques may skew results. C) Findings may not be generalizable to other organizations. D) Confidentiality is difficult to maintain.

Answer: C

Diff: 5 Page Ref: 5 LO: 2

- 3) In _____, behavior is studied carefully to see how a particular variable that is systematically varied affects other aspects of behavior. A) naturalistic observations B) experimental research C) case studies D) survey research

Answer: B

Diff: 5 Page Ref: 5 LO: 2

- 4) Organizational behavior focuses on three interrelated levels of analysis: A) emotions, intentions, and actions. B) planning, executing, and results. C) individuals, groups, and organizations. D) thinking, feeling, and doing.

Answer: C

Diff: 5 Page Ref: 5 LO: 2

- 5) OB specialists derive knowledge from a wide variety of social science disciplines. _____ is useful for studying negotiation and decision making. A) Psychology B) Political science C) Economics D) Sociology

Answer: C

Diff: 2 Page Ref: 7 LO: 2

6) Which of the following assumes that people are basically lazy, dislike work, need direction, and will only work

hard when they are pushed into action? A) Scientific management B) Time and motion study C) Theory Y philosophy D) Theory X orientation

Answer: D

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7) Theory Y assumes that people A) are motivated primarily by financial incentives. B) are basically lazy and irresponsible. C) have social needs that influence their choices of work and employment. D) have a psychological need to work and seek responsibility.

Answer: D

Diff: 5 Page Ref: 8 LO: 3

8) Employers need to be concerned about job satisfaction because A) satisfied employees are less likely to quit than those who are dissatisfied. B) accurate performance appraisal often causes job dissatisfaction. C) people are more satisfied when they are not required to work too hard. D) a satisfied employee is more productive than a dissatisfied employee.

Answer: A

Diff: 5 Page Ref: 10 LO: 3

9) Which of the following organizations are, on average, twice as profitable as the Standard & Poor's 500 companies? A) A company whose managers accurately appraise the work of their subordinates. B) A business that developed a system of close supervision to monitor closely the work of its employees. C) An organization that treats its employees well with respect to pay and benefits, offers opportunities, provides job security, and shows fairness. D) A family-owned organization that gives priority to hiring and promoting friends and relatives of the owners. Answer: C

Diff: 9 Page Ref: 10 LO: 3

10) The _____ approach recognizes that behavior in work settings is the complex result of many interacting forces. A) contingency B) one-best-way C) scientific management D) open-systems

Answer: A

Diff: 6 Page Ref: 10 LO: 3

11) A(n) _____ is defined as a structured system consisting of groups and individuals working together to meet

some agreed-upon objectives. A) task force B) team C) open system D) organization

Answer: D

Diff: 2 Page Ref: 11 LO: 4

12) What is an open system? A) A structured social system consisting of groups and individuals working together to meet some agreed-upon objective. B) A system of communication that promotes two-way conversation. C) An interactive dialog incorporating feedback from all stakeholders. D) A self-sustaining system that uses energy to transform resources from the environment into some form of

output. Answer: D

Diff: 8 Page Ref: 11 LO: 4

13) _____ often occurs when organizations need far fewer people to operate today than in the past. A) Rightsizing B) Outsourcing C) Automating D) Offshoring

Answer: A

Diff: 5 Page Ref: 14 LO: 4

14) Telecommuting involves A) restricting the personal use of the Internet and e-mail. B) using electronic equipment to permit conferences to be held at remote locations. C) permitting employees to choose what hours they will work. D) using communications technology to enable work to be performed from remote locations.

Answer: D

Diff: 3 Page Ref: 15 LO: 4

15) The underlying principle of scientific management is to A) structure organizations for the efficient management of people. B) apply statistical analysis to the design of jobs. C) get people to do more work in less time. D) eliminate the need for first-line supervisors.

Answer: C

Diff: 6 Page Ref: 21 LO: 5

16) Who published the groundbreaking book *Principles of Scientific Management* in 1911? A) Elton W. Mayo B) Frank & Lillian Gilbreth C) Frederick Winslow Taylor D) Max Weber

Answer: C

Diff: 5 Page Ref: 21 LO: 5

17) Frederick Winslow Taylor recommended that A) a bureaucracy be established to provide order in the workplace. B) employees be carefully selected and trained to perform their jobs. C) a standard hourly wage be implemented to discourage absenteeism. D) workers be given more autonomy in the operation of their jobs.

Answer: B

Diff: 9 Page Ref: 21 LO: 5

18) Frederick Winslow recommended that increasing employee wages would A) improve the relationship between managers and employees. B) make production costs too expensive and products less competitive. C) raise employee motivation and make them more productive. D) encourage employees to work fewer hours for the same weekly wage.

Answer: C

Diff: 9 Page Ref: 21 LO: 5

19) Industrial psychologists Frank and Lillian Gilbreth are best known for the development of A) time and motion study. B) the bureaucratic model. C) assembly lines. D) the human relations movement.

Answer: A

Diff: 5 Page Ref: 21 LO: 5

20) Time and motion studies were designed to A) find the one best way to perform jobs. B) reduce the need for close supervision of workers. C) set minimum qualifications needed by job holders. D) establish piece-rate plans.

Answer: A

Diff: 3 Page Ref: 21 LO: 5

21) The human relations movement A) emphasized the importance of employee training and development. B) encouraged employee participation in organizational decision making. C) rejected the primary economic orientation of scientific management. D) concentrated on redesigning the workplace to eliminate safety hazards.

Answer: C

Diff: 5
LO: 5

Page Ref: 22

- 22) The human relations movement founded by Elton Mayo A) illustrated the importance of stable families in an industrial society. B) recognized the primary economic orientation of workers. C) found a consistent relationship between job satisfaction and productivity. D) focused on the noneconomic, social factors operating in the workplace.

Answer: D

Diff: 5 Page Ref: 22 LO: 5

- 23) A major finding of the Hawthorne studies is that A) working conditions impact productivity. B) employees work best without close supervision. C) organizations are social systems. D) employees are economic creatures.

Answer: C

Diff: 5 Page Ref: 22 LO: 5

- 24) Classical organizational theory focused on A) establishing the means of controlling worker activities. B) the efficient structuring of organizations. C) the effective allocation of monetary incentives. D) effectively organizing the work of individuals.

Answer: B

Diff: 5 Page Ref: 23 LO: 5

- 25) Weber believed that _____ is the one best way to efficiently organize work in all organizations. A) bureaucracy B) time and motion management C) scientific management D) Theory Y

Answer: A

Diff: 5 Page Ref: 23 LO: 5

1.2 True/False Questions

- 1) Organizational behavior applies common sense to the complexities of human behavior at work. Answer: FALSE
Diff: 2 Page Ref: 4 LO: 2
- 2) The field of organizational behavior focuses on three interrelated levels of analysis: attitudes, intentions, and behavior. Answer: FALSE
Diff: 5 Page Ref: 5 LO: 2
- 3) The micro approach to OB focuses primarily on the behavior of individuals. Answer: TRUE
Diff: 2 Page Ref: 5 LO: 2

- 4) Organizational behavior draws from the highly individual-oriented approach of psychology. Answer: TRUE
Diff: 5 Page Ref: 7 LO: 2
- 5) The Theory X philosophy of management assumes that people have a psychological need to work and seek achievement and responsibility. Answer: FALSE
Diff: 5 Page Ref: 8 LO: 3
- 6) Organizational behavior seeks to make organizations more profitable by addressing the treatment of people and the way they do their jobs. Answer: TRUE
Diff: 5 Page Ref: 9 LO: 3
- 7) Organizational behavior researchers seek to find the one best way to motivate people. Answer: FALSE
Diff: 5 Page Ref: 10 LO: 3
- 8) The contingency approach assumes there is no one best approach to managing people. Answer: TRUE
Diff: 2 Page Ref: 10 LO: 3
- 9) Research has shown that companies where employees are accurately appraised enjoy lower costs and higher productivity than those companies where appraisals are handled less accurately. Answer: TRUE
Diff: 9 Page Ref: 10 LO: 3
- 10) Organizational Behavior cuts across all levels of organizational functioning. Answer: TRUE
Diff: 6 Page Ref: 10 LO: 3
- 11) Employees who believe they have been treated unfairly on the job are more likely to steal from their employers. Answer: TRUE
Diff: 6 Page Ref: 10 LO: 3
- 12) There is no evidence that companies that offer good employee benefits are more profitable than those that do not. Answer: FALSE
Diff: 7 Page Ref: 10 LO: 3
- 13) The human resource department is primarily responsible for organizational behavior. Answer: FALSE
Diff: 5 Page Ref: 10 LO: 3

- 14) Outsourcing occurs when an organization focuses on its core competency while eliminating noncore sectors of the business. Answer: TRUE
Diff: 5 Page Ref: 14 LO: 4
- 15) A business that closes all of its U.S. facilities and relocates overseas is said to be offshoring. Answer: FALSE
Diff: 9 Page Ref: 14 LO: 4
- 16) Telecommuting involves using a computer to work while at home or at any other remote location. Answer: TRUE
Diff: 2 Page Ref: 15 LO: 4
- 17) Globalization is the process by which an organization expands its operations internationally. Answer: FALSE
Diff: 9 Page Ref: 17 LO: 4
- 18) Repatriation helps people adjust to the culture shock they experience when returning to their native cultures after spending time away from it. Answer: TRUE
Diff: 6 Page Ref: 17 LO: 4
- 19) The central focus of scientific management is to improve worker productivity and to get people to do more work in less time. Answer: TRUE
Diff: 6 Page Ref: 21 LO: 5
- 20) The human relations movement studied the impact of work on the lives of the workers. Answer: FALSE
Diff: 9 Page Ref: 22 LO: 5
- 21) The Hawthorne studies found that worker productivity is increased by improving the worker's physical working conditions. Answer: FALSE
Diff: 6 Page Ref: 22 LO: 5
- 22) Classical organizational theory focuses on the effective organization of the work of individuals. Answer: FALSE
Diff: 6 Page Ref: 23 LO: 5

- 23) In developing his organizational theory, Henri Fayol stated that there should be a clear line of command connecting top management to the lowest-level employees.

Answer: TRUE

Diff: 6 Page Ref: 23

LO: 5

- 24) Division of labor refers to the fact that employees should receive directions from one, and only one, other person.

Answer: FALSE

Diff: 2 Page Ref: 23

LO: 5

- 25) The principles of organizational behavior are universal in their application across cultures.

Answer: FALSE

Diff: 8 Page Ref: 25

LO: 6

1.3 Essay Questions

- 1) What is organizational behavior? How is it multidisciplinary in nature?

Answer: OB is the multidisciplinary field that seeks knowledge of behavior in organizational settings by systematically studying individual, group, and organizational processes. It is multidisciplinary in that it draws from such disciplines as psychology, sociology, and management science.

Diff: 5 Page Ref: -9

LO: 1,2

- 2) Social scientists argue that OB is more than "just common sense." What does this mean? Identify and describe four methods used to conduct research in the behavioral sciences.

Answer: Instead of relying on common sense, OB relies on a base of knowledge developed through empirical research -that is, research based on systematic observation and measurement. Four methods are: Case study – A thorough description of a series of events that occurred in a particular organization. Naturalistic observation – A scientist records various events and behaviors observed in a work setting. Experimental research – Behavior is carefully studied in a lab or the field to see how a particular variable that is systematically varied affects other aspects of behavior. Survey research – Questionnaires are developed and administered to people to measure how they feel about various aspects of themselves, their jobs, and their organizations.

Diff: 9 Page Ref: 5

LO: 2

- 3) What are the assumptions of Theory X and Theory Y orientations? Which orientation better applies to today's business?

Answer: Theory X holds a very negative view of employees. They are assumed to be lazy, to dislike work, need direction, and only work hard when pushed into performing. Alternatively, Theory Y assumes that people have a psychological need to work hard and seek achievement and responsibility. Organizational behavior adopts the Theory Y perspective, assuming that people are highly responsive to their work environments. The way employees are treated will influence the way they work.

Diff: 5 Page Ref: 8-9

LO: 3

- 4) Discuss the challenges facing managers today. How can the study of organizational behavior assist in meeting these challenges?

Answer: Today's managers are facing unrelenting changes in technology, in the nature of the workforce, and the interconnectedness of world business and cultures. Technological advances have enabled management to provide alternative work arrangements, including telecommuting, to meet the needs of a more diverse workforce. Globalization requires managers to study the cross-cultural aspects of behavior. Even in businesses within the US, managers must face the need to adapt to changes in the workforce. Managers also are faced with the challenges of addressing unethical behavior in their organizations and studying the impact of ethics on the bottom line. The multidisciplinary nature of organizational behavior equips managers for meeting these challenges.

Diff: 6 Page Ref: 10-20, 24-26

LO: 4,6

- 5) Contrast the scientific management theory with the human relations movement. Answer: Scientific management, developed by Frederick Winslow Taylor, emphasized the importance of designing jobs as efficiently as possible, so that people will do more work in less time. Workers were carefully selected and trained. Wages were the primary motivators. The human relations movement rejected the economic orientation of scientific management and focused instead on the non-economic, social factors operating in the workplace. Elton W. Mayo studied workers at Western Electric's Hawthorne works outside Chicago.

Diff: 9 Page Ref: 21-23

LO: 5