

Test Bank

Organizational Behavior

NINTH EDITION

Griffin

Moorhead



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CHAPTER 1

An Overview of Organizational Behavior

MULTIPLE CHOICE QUESTIONS

Ans: D
Page: 3
Type: K*
AACSB: Analytic skills |
Group Dynamics

1. No matter how effective a manager might be, all organizational successes, and failures, are the results of
- effective strategic planning.
 - comprehensive human resource selection.
 - the organizations themselves.
 - the behaviors of many people.
 - the dynamics of the reward system of the organization.

Ans: A
Page: 3
Type: K
AACSB: Analytic skills |
Group Dynamics

2. Organizational behavior (OB) includes the study of all of the following, *except*
- international trade laws.
 - the interface between people and organizations.
 - human behavior in organizations.
 - organizations themselves.
 - All of these are included in OB.

Ans: B
Page: 4
Type: U*
AACSB: Communication |
Analytic skills |
Group Dynamics

3. The goal of a consultant hired to solve a problem in an organization should be to
- recognize that the organization has always been this way and little can be done to change it.
 - learn as much as possible about the organization and the people within it.
 - generate an action plan, with specific targets and completion dates.
 - focus exclusively on changing the reward system, since everything else depends on it.
 - make sure employees know the consultant has come to solve the company's problems.

Ans: C
Page: 4-5
Type: U
AACSB: Analytic skills |
Group Dynamics

4. Which is *not* an important reason for understanding organizational behavior?
- Most people are born and educated in organizations.
 - Government organizations regulate many of our activities.
 - Most employees will eventually become business managers.
 - Organizational behavior offers specific perspectives on the human side of management.
 - Most adults spend the better part of their lives working in organizations.

* Type K = Knowledge Question
Type U = Understanding Question

Ans: C
Page: 6
Type: K
AACSB: Analytic skills | Individual Dynamics

Ans: E
Page: 6
Type: K
AACSB: Analytic skills | Leadership principles

Ans: E
Page: 7
Type: U
AACSB: Diversity | Leadership Principles | Analytic

Ans: C
Page: 5
Type: K
AACSB: Analytic skills | Individual Dynamics

Ans: C
Page: 8
Type: K
AACSB: Diversity | Leadership Principles

Ans: B
Page: 8
Type: U
AACSB: Analytic skills | HRM

5. Organizational behavior focuses on
 - a. the economic side of management.
 - b. the control side of management.
 - c. the human side of management.
 - d. the financial side of management.
 - e. the production side of management.
6. Which of the following managers would you be least likely to find in an organization?
 - a. Chief financial officer
 - b. Marketing manager
 - c. Director of public relations
 - d. Vice president for human resources
 - e. Organizational behavior manager
7. In dealing with the work related activities of people, managers must have an understanding of all of the following *except*
 - a. leadership
 - b. decision-making
 - c. organizational structure and design
 - d. organizational culture
 - e. how to be an effective negotiator
8. The four groups of resources that organizations use in the pursuit of their goals and objectives include
 - a. organizing, directing, decision making, and planning.
 - b. investors, employees, unions, and government regulators.
 - c. human, financial, physical, and/or information.
 - d. spokesperson, figurehead, liaison, and monitor.
 - e. time management skills, technical skills, transactional, and job design.
9. Leading is the process of
 - a. designing jobs, grouping jobs into units, and establishing patterns of authority between jobs and units.
 - b. determining the organization's desired future position and deciding how best to get there.
 - c. motivating the organization's members to work together toward the organization's goals.
 - d. monitoring and correcting the actions of the organization and its members to keep them directed toward their goals.
 - e. utilizing organizational resources with the ultimate goal of attaining organizational goals efficiently and effectively.
10. A manager who creates and staffs a new sales division within the organization is performing which managerial function?
 - a. Planning
 - b. Organizing
 - c. Controlling
 - d. Supervising
 - e. Leading

Ans: C
 Page: 16
 Type: K
 AACSB: Analytic skills |
 Reflective Thinking

11. _____ suggests that in most organizations situations and outcomes are influenced by other variables.
- The systems approach to management
 - The conceptual approach to management
 - The situational perspective
 - The interactionalism approach to management
 - None of these

Ans: E
 Page: 12
 Type: U
 AACSB: Analytic skills |
 Leadership Principles

12. Evaluating performance, implementing reward systems, and verifying inventory levels are all examples of
- leading.
 - decision making.
 - organizing.
 - planning.
 - controlling.

Ans: C
 Page: 9
 Type: K
 AACSB: Analytic skills |
 Individual Dynamics

13. Interpersonal roles of a manager include all of the following *except*
- figurehead
 - leader
 - monitor
 - liaison
 - All of these are interpersonal roles.

Ans: E
 Page: 10
 Type: U
 AACSB: Analytic skills |
 Leadership Principles

14. In the role of liaison, a manager would be most likely to
- attend the funeral of a former employee.
 - hold a press conference announcing the introduction of a new product.
 - hire, train, and motivate workers.
 - inform employees about new government safety standards.
 - negotiate the price of raw materials with an external supplier.

Ans: E
 Page: 10
 Type: U
 AACSB: Reflective thinking
 skills | Leadership Principles

15. Which of the following managerial roles might include reading trade magazines to learn more about competitors?
- Spokesperson
 - Disseminator
 - Leader
 - Resource allocator
 - Monitor

Ans: C
 Page: 10
 Type: U
 AACSB: Communication
 abilities | Leadership Principles

16. A manager performing the role of disseminator is most likely to do which of the following?
- Speak at a Chamber of Commerce meeting
 - Hire a new Human Resource Manager for the company
 - Inform subordinates of newly founded competitors
 - Develop a new strategic five-year plan for the company
 - Design a new customer response system for the company

Ans: C
Page: 10
Type: K
AACSB: Analytic skills | Leadership Principles

Ans: D
Page: 10
Type: U
AACSB: Analytic skills | Group Dynamics | Individual Dynamics | Leadership Principles

Ans: B
Page: 11
Type: K
AACSB: Analytic skills | Creation of Value

Ans: D
Page: 11
Type: K
AACSB: Communication abilities | Group Dynamics

Ans: D
Page: 11
Type: U
AACSB: Analytic skills | Reflective Thinking

17. The role of entrepreneur primarily involves
 - a. dealing with others outside the organization.
 - b. resolving disputes between various parties.
 - c. being the voluntary initiator of change.
 - d. serving as a representative of the organization.
 - e. seeking information for strategic decisions.
18. A manager acting in the role of a resource allocator will
 - a. choose the best resources to most effectively and efficiently produce the organization's product or service.
 - b. verify the quality of resources that pass through the organization.
 - c. determine how organizational resources will be released in the environment.
 - d. decide how resources will be distributed among various individuals and groups within the organization.
 - e. identify the various suppliers the organization will utilize to acquire resources.
19. A manager who develops a new chemical formula for a Dow Corning product is demonstrating effective
 - a. interpersonal skills.
 - b. technical skills.
 - c. diagnostic skills.
 - d. conceptual skills.
 - e. leadership skills.
20. The manager's ability to communicate with, understand, and motivate individuals and groups is determined by her or his
 - a. conceptual skills.
 - b. time management skills.
 - c. diagnostic skills.
 - d. interpersonal skills.
 - e. technical skills.
21. A manager who can see how the various tasks within the organization fit together and how each task contributes toward the "big picture" has strong
 - a. problem-solving skills.
 - b. diagnostic skills.
 - c. technical skills.
 - d. conceptual skills.
 - e. interpersonal skills.

Ans: D
 Page: 11
 Type: K
 AACSB: Analytic skills |
 Leadership
 Principles

22. A manager who understands cause and effect relationships and recognizes optimal solutions to problems has strong
- interpersonal skills.
 - problem-solving skills.
 - conceptual skills.
 - diagnostic skills.
 - technical skills.

Ans: D
 Page: 12
 Type: K
 AACSB: Motivation
 Concepts |
 Leadership
 Principles

23. First-line managers need to depend more on their _____ for success in the organization.
- diagnostic and interpersonal skills
 - conceptual and diagnostic skills
 - problem-solving and time management skills
 - technical skills and interpersonal skills
 - conceptual and technical skills

Ans: B
 Page: 12
 Type: K
 AACSB: Analytic skills |
 Reflective Thinking

24. Upper-level managers must depend upon their _____ for success in the organization.
- diagnostic and interpersonal skills
 - conceptual and diagnostic skills
 - problem-solving and time management skills
 - technical skills and interpersonal skills
 - conceptual and technical skills

Ans: E
 Page: 12
 Type: K
 AACSB: Analytic skills |
 Leadership
 Principles |
 Motivation
 Concepts

25. Compared to lower-level and top-level managers, middle managers require more of which skill?
- Diagnostic
 - Interpersonal
 - Conceptual
 - Technical
 - Middle managers require an even distribution across all four above skills.

Ans: B
 Page: 14
 Type: U
 AACSB: Analytic skills |
 Group Dynamics

26. Information from which of the following disciplines would be *least* helpful in your study of organizational behavior?
- Political science
 - Agriculture
 - Medicine
 - Anthropology
 - Economics

Ans: B
 Page: 13
 Type: K
 AACSB: Analytic | Group
 Dynamics |
 Individual
 Dynamics

27. Which of the following disciplines has helped to understand the behavior of people in organizational settings?
- Psychology
 - Organizational Psychology
 - Anthropology
 - Engineering
 - Medicine

Ans: C
Page: 12
Type: K
AACSB: Analytic skills | Reflective Thinking

Ans: B
Page: 14
Type: K
AACSB: Analytic skills | Creation of Value

Ans: B
Page: 14
Type: K
AACSB: Reflective Thinking | Individual Dynamics | Group Dynamics

Ans: B
Page: 14
Type: K
AACSB: Analytic skills | Group Dynamics | Individual Dynamics

Ans: A
Page: 16
Type: K
AACSB: Analytic skills | Creation of Value

Ans: D
Page: 16
Type: U
AACSB: Analytic skills | Environmental Influence

28. Contemporary organizational behavior is both _____ in focus and _____ in nature.
 - a. dynamic; prescriptive
 - b. stable; consistent
 - c. interdisciplinary; descriptive
 - d. cross-cultural; proscriptive
 - e. interactional; behavioral
29. The field of engineering has helped managers better understand
 - a. the causes and consequences of stress.
 - b. productivity measurement.
 - c. how and why people acquire power.
 - d. conflict.
 - e. coalition formation.
30. The descriptive nature of organizational behavior allows researchers to
 - a. predict with certainty that changing a specific set of workplace variables will improve an individual's performance.
 - b. suggest that certain general concepts or variables tend to relate to one another in a particular setting.
 - c. prescribe the correct way to manage people.
 - d. stabilize the complexities inherent in studying human behavior.
 - e. increase the job satisfaction of nearly all workers.
31. The central processes of interest in organizational behavior can be grouped into which of the following basic categories?
 - a. Contextual, situational, and industrial
 - b. Individual, interpersonal, and organizational
 - c. Referential, supplemental, and complementary
 - d. Transactional, transformational, and interactional
 - e. Dynamic, static, and semi-static
32. Under the systems perspective, a system is defined as
 - a. an interrelated set of elements that functions as a whole.
 - b. a procedure for fair and impartial performance appraisals.
 - c. a collection of independent organizations.
 - d. the central technology of the organization.
 - e. the ideal process for completing a particular job.
33. All of the following are inputs an organization receives from its environment, *except*
 - a. money.
 - b. materials.
 - c. people.
 - d. services.
 - e. information.

Ans: C
 Page: 17
 Type: U
 AACSB: Analytic skills |
 Creation of Value

34. Under the systems view, the information Wal-Mart managers receive concerning expected customer demand for certain products is one type of
- technology.
 - output.
 - input.
 - transformation.
 - contingency.

Ans: A
 Page: 17
 Type: K
 AACSB: Analytic skills |
 Technology

35. The systems view is important to managers because it
- underscores the importance of the organization's environment.
 - gives them a set procedure for making decisions.
 - allows them to eliminate the interaction among various elements of the organization.
 - reduces their risk of human error.
 - shifts the focus from outside the company to inside the company.

Ans: A
 Page: 18
 Type: K
 AACSB: Analytic skills |
 Strategy

36. Which of the following perspectives argues that universal rules, solutions, guidelines, predictions, and principles are *not* feasible when applied to organizations?
- The situational perspective
 - Behavioral organization theory
 - The systems perspective
 - The interactional perspective
 - Classical organization theory

Ans: A
 Page: 18
 Type: U
 AACSB: Analytic skills |
 Group Dynamics |
 Individual
 Dynamics

37. Which perspective of management would most likely refute the notion that one style of leadership would enhance employee satisfaction and job performance under any condition?
- Situational perspective
 - Classical perspective
 - Behavioral perspective
 - Interactional perspective
 - Universal perspective

Ans: A
 Page: 18
 Type: K
 AACSB: Analytic skills |
 Individual
 Dynamics

38. _____ attempts to explain how people select, interpret, and change various situations.
- Interactionalism
 - Contextualism
 - Universalism
 - Individualism
 - Systems theory

Ans: E
Page: 19
Type: K
AACSB: Analytic skills | Individual Dynamics

39. Which of the following is not studied as an individual-level outcome in organizational behavior?
- a. Productivity
 - b. Absenteeism
 - c. Turnover
 - d. Performance
 - e. Cohesiveness

Ans: D
Page: 21
Type: U
AACSB: Analytic skills | Strategy

40. Some outcomes can be studied at the individual, group and organization levels. Which of the following is generally assessed only at the organizational level?
- a. Satisfaction
 - b. Performance
 - c. Organizing
 - d. Profitability
 - e. Planning

TRUE-FALSE QUESTIONS

Ans: True
Page: 3
Type: K
AACSB: Analytic skills | Individual Dynamics | Group Dynamics

41. T F Organizational behavior is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organizational itself.

Ans: True
Page: 3
Type: U
AACSB: Analytic skills | Leadership

42. T F The best managers try to understand workers' behavior and the organization.

Ans: False
Page: 4
Type: K
AACSB: Analytic skills | Leadership | Group Dynamics | Individual Dynamics

43. T F Organizational behavior is a designated business function just like marketing and accounting.

Ans: False
Page: 8
Type: K
AACSB: Analytic skills | Strategy

44. T F Deciding to gain a larger market share by charging a lower price for the organization's product is part of the planning function.

Ans: False Page: 8 Type: K AACSB: Analytic skills Leadership Principles	45. T F	Organizing is the process of determining what the organization's position and situation should be at some point in the future and deciding how best to get there.
Ans: True Page: 8 Type: K AACSB: Analytic skills Leadership Principles	46. T F	Leading is the process of motivating members of the organization to work together toward the organization's goal.
Ans: False Page: 8 Type: K AACSB: Analytic skills HRM	47. T F	The controlling function includes designing jobs, grouping jobs into manageable units, and establishing patterns of authority among jobs and groups of jobs.
Ans: True Page: 10 Type: K AACSB: Analytic skills Leadership Principles	48. T F	Managers in the roles of liaison and spokesperson both deal with people outside of the organization.
Ans: True Page: 10 Type: K AACSB: Analytic skills Leadership Principles	49. T F	Figurehead, leader, and liaison are all interpersonal roles that a manager can perform in an organization.
Ans: False Page: 11 Type: K AACSB: Reflective Thinking Leadership Principles	50. T F	The ability to think in the abstract comes from a manager's diagnostic skills.
Ans: True Page: 11 Type: K AACSB: Analytic skills Leadership Principles	51. T F	Managers use their interpersonal skills to motivate individuals and groups.
Ans: True Page: 11 Type: K AACSB: Analytic skills Leadership Principles	52. T F	Top managers need stronger conceptual and diagnostic skills more than technical and interpersonal skills.

<p>Ans: True Page: 13 Type: K AACSB: Analytic skills Motivation Concepts</p>	53.	T	F	Organizational behavior draws on research from the fields of psychology, sociology, and engineering.
<p>Ans: True Page: 14 Type: K AACSB: Analytic skills Leadership</p>	54.	T	F	Decision-making roles include disturbance handler, resource allocator, and negotiator.
<p>Ans: True Page: 14 Type: K AACSB: Diversity Individual Dynamics</p>	55.	T	F	Anthropology is concerned with the interactions between people and their environments, especially their cultural environment.
<p>Ans: True Page: 16 Type: K AACSB: Analytic skills Strategy</p>	56.	T	F	A system is an interrelated set of elements that function as a whole.
<p>Ans: True Page: 17 Type: K AACSB: Strategy Creation of Value</p>	57.	T	F	An organizational system receives inputs from the environment, combines and transforms them, and then returns them to the environment.
<p>Ans: False Page: 17 Type: K AACSB: Analytic skills Technology</p>	58.	T	F	A systems perspective keeps managers focused on internal processes and prevents them from being distracted by the environment.
<p>Ans: True Page: 17 Type: U AACSB: Reflective Thinking Strategy</p>	59.	T	F	In organizations, most situations and outcomes are contingent; the precise relationship between any two variables is likely to be situational, dependent on other variables.
<p>Ans: True Page: 17 Type: K AACSB: Analytic skills Group Dynamics Individual Dynamics</p>	60.	T	F	Over time, organizational behavior has gradually shifted from a universal perspective to a situational perspective.

Ans: True
 Page: 16
 Type: K
 AACSB: Analytic skills | Strategy

61. T F The organizational system has four basic categories of input from its environment: information, financial, material, and human.

Ans: True
 Page: 17
 Type: U
 AACSB: Analytic skills | Individual Dynamics

62. T F The notion that the relation between workers' skill levels and their performance levels depends on their degree of loyalty illustrates a situational perspective.

Ans: True
 Page: 20
 Type: K
 AACSB: Analytic skills | Individual Dynamics

63. T F Interactionalism attempts to explain how people select, interpret, and change various situations.

Ans: True
 Page: 19
 Type: K
 AACSB: Individual Dynamics | Creation of Value

64. T F Productivity can be measured at the individual and organizational levels.

Ans: True
 Page: 21
 Type: K
 AACSB: Analytic skills | Individual Dynamics

65. T F A manager who pays workers high wages may increase workers satisfaction, but may also lower important organizational-level outcomes.

COMPLETION

Ans: Organizational behavior
 Page: 3
 Type: K
 ACSB: Analytic skills | Group Dynamics | Individual Dynamics

66. _____ can be defined as the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.

Ans: people
 Page: 3
 Type: U
 AACSB: Analytic skills | Group Dynamics | Individual Dynamics

67. Regardless of size, scope, or location, all organizations have at least one thing in common; they are made up of _____.

<p>Ans: organizational behavior</p> <p>Page: 5</p> <p>Type: K</p> <p>AACSB: Analytic skills Leadership Principles Individual Group Dynamics</p>	<p>68. The study of _____ can greatly clarify the factors that affect how managers manage.</p>
<p>Ans: social context</p> <p>Page: 7</p> <p>Type: K</p> <p>AACSB: Analytic skills Group Dynamics Individual Dynamics</p>	<p>69. Whether a business is large or small, domestic or international, growing or stagnating, its managers perform their work within a _____.</p>
<p>Ans: organizing</p> <p>Page: 8</p> <p>Type: K</p> <p>AACSB: Analytic skills Strategy</p>	<p>70. By designing jobs and establishing patterns of authority, the manager is performing the _____ function.</p>
<p>Ans: Leading</p> <p>Page: 8</p> <p>Type: K</p> <p>AACSB: Analytic skills Leadership Principles</p>	<p>71. _____ is the process of motivating employees of an organization to work together toward the organization's goals.</p>
<p>Ans: controlling</p> <p>Page: 8</p> <p>Type: K</p> <p>AACSB: Analytic skills Group Dynamics Individual Dynamics</p>	<p>72. Performance evaluation, reward systems, and motivation all apply to _____.</p>
<p>Ans: leader</p> <p>Page: 8</p> <p>Type: K</p> <p>AACSB: Analytic skills Leadership Principles HRM</p>	<p>73. Managers that hire, train, and motivate employees are filling the role of _____.</p>
<p>Ans: liaison</p> <p>Page: 10</p> <p>Type: U</p> <p>AACSB: Analytic skills Leadership Principles</p>	<p>74. The _____ role includes setting up ongoing purchasing arrangements for the organization with an external supplier.</p>

Ans: monitor Page: 10 Type: U AACSB: Analytic skills Leadership	75. Attending a business convention to gather information about new industry developments would be part of the _____ role.
Ans: disseminator Page: 10 Type: U AACSB: Communication abilities Motivation Concepts Leadership Principles	76. A manager in the role of _____ might tell employees about the company's retirement plan.
Ans: spokesperson Page: 10 Type: K AACSB: Communication Abilities Leadership Principles	77. The role of _____ involves speaking to external constituencies on behalf of the organization.
Ans: negotiator Page: 10 Type: K AACSB: Communication abilities Leadership Principles	78. The _____ serves as a representative of the organization in reaching agreements with other organizations, such as labor unions.
Ans: disturbance handler Page: 10 Type: K AACSB: Communication abilities Leadership Principles Individual Dynamics Group Dynamics	79. The _____ helps settle disputes between various parties, such as other managers and their subordinates.
Ans: Diagnostic skills Page: 11 Type: U AACSB: Analytic skills Reflective Thinking	80. _____ allow managers to better understand cause-and-effect relationships and to recognize the optimal solution to problems.
Ans: Anthropology Page: 13 Type: K AACSB: Diversity understanding Individual Dynamics Group Dynamics	81. _____ is concerned with the interactions between people and their environments, especially their cultural environment.

Ans: psychology
Page: 13
Type: K
AACSB: Analytic skills | Individual Dynamics | Group Dynamics

Ans: Sociology
Page: 13
Type: K
AACSB: Diversity understanding | Individual Dynamics | Group Dynamics

Ans: system
Page: 16
Type: K
AACSB: Analytic skills | Creation of Value | Strategy

Ans: outputs
Page: 16
Type: U
AACSB: Analytic skills | Creation of Value

Ans: inputs
Page: 16
Type: U
AACSB: Analytic skills | Strategy

Ans: Performance
Page: 19
Type: K
AACSB: Analytic skills | Individual Dynamics | Group Dynamics

Ans: universal
Page: 18
Type: K
AACSB: Analytic skills | Leadership Principles

82. According to your text, the field of study known as _____ is the greatest contributor to the field of organizational behavior.

83. _____ involves the study of social systems, such as families, occupational classes, and organizations.

84. A _____ is an interrelated set of elements functioning as a whole.

85. Products and services, profits and losses, and employee behaviors are all types of _____ that an organizational system releases to the environment.

86. Managers, office equipment, funds from stockholders, and sales forecasts are all examples of _____ to an organizational system.

87. _____ is made up of all work-related behaviors.

88. From a _____ perspective, managers seek the “one best way” to solve problems under any conditions.

Ans: Interactionalism
 Page: 18
 Type: K
 AACSB: Analytic skills |
 Group Dynamics |
 Individual
 Dynamics

89. _____ attempts to explain how people select, interpret, and change various situations.

Ans: productivity
 Page: 19
 Type: K
 AACSB: Analytic skills |
 Individual
 Dynamics | Group
 Dynamics

90. A person's _____ is an indicator of his or her efficiency and is measured in terms of the products or services created per unit of output.

MATCHING QUESTIONS

- | | |
|-------------------------------------|----------------------------------------|
| 91. _____ study of human behavior | a. relating to others |
| 92. _____ human side of management | b. announces new products to press |
| 93. _____ basic management function | c. sold to the consuming public |
| 94. _____ liaison role | d. transformation of inputs to outputs |
| 95. _____ technical skills | e. interrelated set of elements |
| 96. _____ conceptual skills | f. organizing |
| 97. _____ organizational outputs | g. level of outputs per input |
| 98. _____ technology | h. aids study of organization culture |
| 99. _____ monitor | i. leader |
| 100. _____ situation theory | j. organizational behavior |
| 101. _____ entrepreneur | k. universal conclusions impossible |
| 102. _____ diagnostic skills | l. power and decision making |
| 103. _____ spokesperson | m. think in the abstract |
| 104. _____ decision-making role | n. cause-and-effect relationships |
| 105. _____ interpersonal role | o. voluntary initiator of change |
| 106. _____ systems theory | p. people as resources |
| 107. _____ productivity | q. the field of medicine |
| 108. _____ anthropology | r. resource allocator |
| 109. _____ stress | s. seeks valuable information |
| 110. _____ political science | t. accomplish specific tasks |

ANSWERS TO MATCHING QUESTIONS

91. j, Analytic skills | Group Dynamics
 92. p, Analytic skills | Individual Dynamics
 93. f, Analytic skills | Leadership Principles
 94. a, Individual Dynamics | Group Dynamics | Leadership Principles
 95. t, Analytic skills | Leadership Principles
 96. m, Reflective thinking skills | Strategy
 97. c, Analytic skills | Strategy
 98. d, Analytic skills | Strategy
 99. s, Analytic skills | Leadership Principles

- 100. k, Analytic skills | Strategy
- 101. o, Analytic skills | Leadership Principles
- 102. n, Reflective thinking skills | Strategy
- 103. b, Communication abilities | Leadership Principles
- 104. r, Analytic skills | Leadership Principles | Strategy
- 105. i, Analytic skills | Leadership Principles
- 106. e, Analytic skills | Strategy
- 107. g, Analytic skills | Strategy
- 108. h, Multicultural and diversity understanding | Individual Dynamics | Group Dynamics
- 109. q, Analytic skills | Leadership Principles
- 110. l, Analytic skills | Leadership Principles

ESSAY QUESTIONS

- 111. Define organizational behavior in terms of the individual, the individual-organizational interface, and the organization itself. AACSB: Analytic | Individual Dynamics | Group Dynamics
- 112. Explain why it is important for managers to have a good understanding of organizational behavior. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
- 113. Discuss the four basic managerial functions and how they related to organizational behavior. AACSB: Analytic | Leadership Principles
- 114. Describe, discuss, and give examples of the central concepts of organizational behavior that are grouped into three basic categories. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
- 115. Describe the relative importance of the four managerial skills for top managers versus lower-level managers. AACSB: Analytic skills | Leadership Principles
- 116. Identify, discuss, and give examples of the contextual perspectives on Organizational Behavior. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
- 117. What is meant by the statement that organizational behavior has a descriptive, rather than prescriptive, nature? How does this relate to its importance as a managerial tool? AACSB: Analytic skills | Communication | Leadership
- 118. Using the model presented in your text, briefly define systems theory. Give an example of each component of systems theory as it exists in an organization. AACSB: Analytic skills | Creation of Value
- 119. Compare and contrast the universal and situational perspectives in organizational behavior. AACSB: Analytic skills | Group Dynamics | Individual Dynamics
- 120. Compare and contrast individual-level outcomes, group-level outcomes, and organizational-level outcomes. AACSB: Analytic skills | Group Dynamics | Individual Dynamics

CHAPTER 2

The Changing Environment of Organizations

MULTIPLE-CHOICE QUESTIONS

Ans: C
Page: 28
Type: K
AACSB: Analytic skills |
Technology |
Information
Technologies

1. In the past, companies typically used offshoring to take advantage of low labor costs. Today, companies are increasingly using offshoring for the performance of
 - a. high-risk activities that fail to meet government standards for safety.
 - b. biomedical research that presses the boundary of conventional wisdom.
 - c. technology functions that require a high degree of training and skill.
 - d. management tasks formerly relegated to senior employees.
 - e. organizational behavior processes that cannot be performed domestically.

Ans: E
Page: 28
Type: K
AACSB: Analytic skills |
Strategy

2. Understanding and addressing the environment of a business has traditionally been the purview of
 - a. supervisors.
 - b. stockholders.
 - c. workers and line managers.
 - d. stakeholders.
 - e. top managers.

Ans: C
Page: 28
Type: K
AACSB: Analytic skills |
Strategy |
Environmental
Influence

3. The most significant source of change impacting many organizations today is increasing
 - a. cultural change.
 - b. corporate governance.
 - c. globalization.
 - d. business ethics.
 - e. all of these

Ans: A
Page: 30
Type: K
AACSB: Diversity |
Environmental
Influences

4. Which of the following statements regarding cross-cultural differences similarities is *not* true?
 - a. Cultures and national boundaries always coincide.
 - b. Culture is a set of values that is often taken for granted.
 - c. A manager behaves differently in different cultural settings.
 - d. There are profound cultural differences between Southern California and Texas.
 - e. Japanese and U.S. workers are likely to have different attitudes toward work.

Ans: A
Page: 30
Type: U
AACSB: Diversity | Group Dynamics | Individual Dynamics

Ans: E
Page: 31-32
Type: K
AACSB: Diversity | Individual Dynamics | Group Dynamics

Ans: B
Page: 31
Type: U
AACSB: Diversity | Individual Dynamics | Group Dynamics

Ans: D
Page: 29
Type: U
AACSB: Analytic skills | Strategy

Ans: C
Page: 32
Type: U
AACSB: Diversity | Group Dynamics

Ans: E
Page: 32
Type: K
AACSB: Diversity | Group Dynamics | Individuals Dynamics

5. Which of the following is true about employees working in the same company but in different locations?
 - a. Their behavior may differ within and across countries.
 - b. Their behavior will be the same regardless of their location.
 - c. Their behavior at work is not important.
 - d. Their behavior will have nothing to do with their location.
 - e. Their behavior will be the same within single countries, but may differ from one country to the next.
6. All of the following are considered cultural values *except*
 - a. individualism/collectivism.
 - b. uncertainty avoidance.
 - c. power distance.
 - d. masculinity.
 - e. open-mindedness.
7. Which of the following statements is *not* true about individualistic cultures?
 - a. It is important to stand out in the crowd.
 - b. It is important to fit in with the group.
 - c. Tasks are more important than relationships.
 - d. Promotion is based on skills and rules.
 - e. People are more concerned with themselves than their work groups.
8. More and more firms are moving into international markets to control _____.
 - a. cultural values
 - b. national boundaries
 - c. power distances
 - d. costs
 - e. none of these
9. The dimension of masculinity is the extent to which
 - a. workers prefer unambiguous situations.
 - b. workers focus on the future.
 - c. acquisition of money and things is emphasized.
 - d. women are allowed to work in society.
 - e. men maintain a glass ceiling.
10. Preference for stability
 - a. gives employees a sense of autonomy.
 - b. is the extent to which workers focus on the future.
 - c. enhances organizational effectiveness.
 - d. emphasizes aggressiveness.
 - e. is the extent to which workers prefer clear situations.

Ans: E
 Page: 31
 Type: K
 AACSB: Diversity | Individual Dynamics | Group Dynamics

Ans: A
 Page: 33-34
 Type: K
 AACSB: Diversity | Individual Dynamics | Group Dynamics

Ans: D
 Page: 34
 Type: K
 AACSB: Diversity | Individual Dynamics

Ans: C
 Page: 35
 Type: K
 AACSB: Diversity | Individual Dynamics

Ans: A
 Page: 35
 Type: K
 AACSB: Diversity | Individual Dynamics

Ans: D
 Page: 35-36
 Type: K
 AACSB: Analytic skills | Diversity | HRM

11. Hofstede's dimension include
 - a. individualism.
 - b. collectivism.
 - c. power distance.
 - d. a, b, and c
 - e. None of these.
12. All of the following are true about stereotypes *except*
 - a. they lead to an appreciation of individual differences.
 - b. they are based on certain characteristics or traits.
 - c. they ignore the specific person.
 - d. they are generalizations.
 - e. they ignore the current situation.
13. Prejudice can best be defined as
 - a. favoring people similar to you.
 - b. focusing on differences among people.
 - c. grouping people into different categories.
 - d. judgments about others that reinforce beliefs about superiority and inferiority.
 - e. making generalizations about groups of people.
14. Which of the following is *not* an example of a primary dimension of diversity?
 - a. age
 - b. gender
 - c. marital status
 - d. mental abilities
 - e. sexual orientation
15. Which of the following is an example of a primary dimension of diversity?
 - a. age
 - b. income
 - c. parental status
 - d. religious beliefs
 - e. work experience
16. Which of the following is *not* a secondary dimension of diversity?
 - a. education
 - b. where a person lives
 - c. work experience
 - d. gender
 - e. military experience

Ans: D
Page: 36
Type: K
AACSB: Diversity | HRM

Ans: C
Page: 37
Type: K
AACSB: Analytic skills |
Diversity | HRM

Ans: D
Page: 37
Type: K
AACSB: Diversity |
Environmental
influences

Ans: B
Page: 38-39
Type: U
AACSB: Diversity | Group
Dynamics

Ans: C
Page: 39
Type: K
AACSB: Diversity | Group
Dynamics

Ans: A
Page: 40
Type: U
AACSB: Diversity | HRM

17. Which of the following groups of people is *not* increasing as a percentage of the total workforce in the United States?
 - a. Hispanics
 - b. Blacks
 - c. Women
 - d. White males
 - e. Asians
18. Which of the following workforce groups will increase the *least* in size between 2000 and 2010?
 - a. 12- to 16-year-olds
 - b. 16- to 24-year-olds
 - c. 25- to 54-year-olds
 - d. 50- to 54-year-olds
 - e. 55 and older
19. When the European Union opened borders in 1992, goods and services moved freely among the member countries. What other change resulted from opening the borders?
 - a. Managers practiced a more open leadership style.
 - b. Non-European Union members shut their borders.
 - c. Workers demanded higher wages.
 - d. Workers moved across national borders.
 - e. Stricter trade restrictions were imposed.
20. Assimilation occurs when
 - a. stereotypes are exposed.
 - b. a minority group is forced to learn the ways of the majority group.
 - c. differences among cultural groups are celebrated.
 - d. diversity is truly valued.
 - e. prejudice is eradicated.
21. Which of the following is *not* true about dominant groups?
 - a. They tend to eat lunch together.
 - b. They tend to be self-perpetuating.
 - c. They are keenly aware of opinions from the “outside.”
 - d. Informal discussions tend to exclude minority group members.
 - e. They tend to avoid people who are different.
22. Not paying attention to diversity can be costly to organizations in all of the following ways *except*
 - a. it can decrease turnover.
 - b. it can lower productivity.
 - c. it can block minority involvement in decision making.
 - d. it can increase tensions among workers.
 - e. it can increase lawsuits.

Ans: D
 Page: 40
 Type: K
 AACSB: Diversity | Group Dynamics

Ans: A
 Page: 41
 Type: K
 AACSB: Operations Management | Creation of Value

Ans: D
 Page: 41
 Type: K
 AACSB: Analytic skills | Creation of Value

Ans: A
 Page: 41
 Type: U
 AACSB: Analytic skills | Creation of Value

Ans: D
 Page: 41-42
 Type: U
 AACSB: Analytic skills | Technology | Creation of Value

Ans: B
 Page: 41
 Type: K
 AACSB: Information Technologies | Creation of Value

23. Which of the following is *not* a benefit of valuing diversity?
- Access to more perspectives on a problem
 - Fresh perspectives
 - Less interpersonal conflict
 - Greater homogeneity
 - Richer ideas
24. A form of business that combines and transforms resources into tangible outcomes that are then sold to others is called a(n)
- manufacturing organization.
 - biotechnology firm.
 - information technology firm.
 - service organization.
 - hybrid organization.
25. A form of business that transforms resources into an intangible output and creates time or place utility for its customers is called a(n)
- manufacturing organization.
 - biotechnology firm.
 - information technology firm.
 - service organization.
 - hybrid organization.
26. General Mills combines grains and other ingredients to make breakfast cereals. General Mills is an example of a(n)
- manufacturing organization.
 - biotechnology firm.
 - information technology firm.
 - service organization.
 - hybrid organization.
27. Which of the following statements about technology is *not* true?
- Technology is a major driver for organizational change.
 - It has widespread effects on the behavior of people in the organization.
 - Technology provides a competitive advantage
 - It combines and transforms resources into outcomes.
 - It is causing shift toward a service-based economy.
28. Car makers design and produce new model cars much more quickly now than they did in the past. This is an example of
- effective leadership.
 - decreased cycle time.
 - increased employee morale.
 - valued diversity.
 - low-cost production.

Ans: C
Page: 42
Type: U
AACSB: Analytic skills |
Creation of Value |
Operations
Management

29. An ice cream maker requires approximately two months from the time a new flavor is decided on in the corporate board room to the time it is produced and available to consumers in stores. This time is called
- competitive advantage time.
 - information technology time.
 - cycle time.
 - production time.
 - made-to-order time.

Ans: C
Page: 42
Type: K
AACSB: Use of Information
Technologies |
Creation of Value |
Information
Technologies

30. Which of the following statements about information technology is *not* true?
- It has resulted in leaner organizations.
 - Provides more flexible operations.
 - Technology increases the financial position of a company.
 - Technology has increased collaboration among employees.
 - Technology has improved management processes.

Ans: C
Page: 42
Type: K
AACSB: Technology |
Information
Technology |
Individual
Dynamics

31. The downside of information technology includes all of the following *except*
- it has resulted in less personal communication.
 - it has increased a sense of urgency vis-à-vis decision making.
 - it has increased ethical decision making for managers.
 - it has resulted in less down time for managers.
 - All of these are reasons.

Ans: D
Page: 43
Type: K
AACSB: Ethics | Individual
Dynamics

32. In a blatant display of unethical conduct, Enron's
- managers forced employees to work in deplorable conditions.
 - employees stole information from the company and sold it to competitors.
 - administrators withheld products and services from needed customers.
 - public reports concealed many of its partnerships and obligations with other companies.
 - "blew the whistle" on competitors who were engaged in equally unethical practices.

Ans: A
Page: 43
Type: K
AACSB: Ethics | Individual
Dynamics | Group
Dynamics

33. Arthur Andersen's (the accounting firm that audited Enron's finances) failure to catch problems at Enron
- may have been motivated by future high-revenue consulting services with Enron.
 - was due to Andersen's inability to hire good talent.
 - probably was based on restrictive accounting regulations that limit access to information.
 - was proven to be part of a larger white-collar crime ring.
 - stemmed from Andersen's interest in Enron's failure.

Ans: E
 Page: 43
 Type: K
 AACSB: Analytic skills | Strategy

34. The duty of the board of directors of a public corporation is to
- audit the company's financial statements for accuracy.
 - recommend new products and services.
 - control the day-to-day operations of the firm.
 - protect the company from harsh overseas competition and lower labor costs.
 - ensure decisions by senior managers are in the best interests of the shareholders.

Ans: C
 Page: 43
 Type: U
 AACSB: Analytic skills | Ethics | Strategy

35. Which of the following statements about small-scale contemporary ethical concerns is *not* true?
- It involves executive compensation.
 - A concern for working conditions in foreign factories.
 - Individual rights to privacy.
 - A concern for pricing policies of companies.
 - The pressures to balance profits against costs.

Ans: C
 Page: 44
 Type: K
 AACSB: Technology | Information Technologies

36. One way to address privacy concerns on the Internet is to
- keep all information collected confidential.
 - publicly display any information collected by the company.
 - post a privacy policy on the company's Web site.
 - avoid collecting any private information.
 - share collected information only with respectable firms.

Ans: D
 Page: 45
 Type: U
 AACSB: Analytic skills | Reflective thinking | HRM |

37. Which of the following statements about knowledge workers is *not* true?
- Knowledge workers include computer scientists.
 - Knowledge workers require highly specialized training.
 - Compensation is specially tailored for the knowledge worker.
 - Knowledge workers do not add value to the organization.
 - Knowledge workers are video game developers.

Ans: D
 Page: 45
 Type: K
 AACSB: Analytic skills | Reflective thinking | HRM

38. A knowledge worker's career path may run parallel to a management career path. The benefit of this path for the worker is
- the chance to take on substantial management responsibilities.
 - more frequent training in management tasks.
 - less highly specialized training.
 - compensation that is equivalent to that available to management.
 - freedom from specialized technical work.

Ans: C
Page: 46
Type: U
AACSB: Analytic skills | Strategy

39. In the past, Karson Photography Studios directly hired and managed its own custodial staff. Now, Karson contracts this work to a cleaning company. This is an example of
- corporate governance.
 - offshoring.
 - outsourcing.
 - nearshoring.
 - insourcing.

Ans: C
Page: 46
Type: K
AACSB: Analytic skills | HRM | Strategy

40. Examples of organizational functions to outsource include all of the following *except*
- the organization's payroll function.
 - the organization's human resource training program.
 - the organization's corporate governance program.
 - the organization's facility maintenance program.
 - the organization's food service facility.

TRUE/FALSE QUESTIONS

Ans: True
Page: 28
Type: K
AACSB: Analytic skills | Environmental Influence

41. T F In 2008, the volume of international trade in current dollars was more than 50 times greater than the amount in 1960.

Ans: True
Page: 29
Type: K
AACSB: Analytic skills | Strategy | HRM

42. T F More and more firms are moving into international markets to control costs, especially to reduce labor costs.

Ans: False
Page: 28
Type: K
AACSB: Analytic skills | Environmental Influences

43. T F The environment of business has finally reached a state of stability, with little change expected in the near future.

Ans: False
Page: 28
Type: K
AACSB: Analytic skills | Strategy

44. T F Virtually all the growth of international business can be attributed to communication and transportation advances.

Ans: True
Page: 30
Type: K
AACSB: Diversity | Environmental Influence

45. T F Cultural and national boundaries always coincide.

Ans: True Page: 30 Type: K AACSB: Diversity understanding Group dynamics Individual Dynamics	46. T F	Culture helps a group understand which actions are acceptable and which are unacceptable.
Ans: True Page: 31 Type: K AACSB: Diversity understanding Group Dynamics Individual Dynamics	47. T F	An employee in a collectivistic culture would be less concerned about her work than about her relationships with others.
Ans: True Page: 32 Type: K AACSB: Diversity Individual Dynamics	48. T F	In Mexico, people prefer to be in a situation in which authority is clearly understood and lines of authority are never bypassed.
Ans: False Page: 32 Type: K AACSB: Diversity Group Dynamics	49. T F	A culture high in masculinity is not aggressive and is not concerned with the acquisition of money and other possessions.
Ans: True Page: 33 Type: K AACSB: Diversity Group Dynamics Individual Dynamics	50. T F	Workforce diversity refers to the important similarities and differences among the employees of the organization.
Ans: True Page: 33-34 Type: U AACSB: Diversity Group Dynamics Individual Dynamics	51. T F	A stereotype is a generalization about a person or a group of persons based on certain characteristics or traits.
Ans: False Page: 33 Type: U AACSB: Diversity Group Dynamics	52. T F	Workforce diversity refers only to differences in age, gender, ethnicity, and physical ability.

Ans: False
Page: 36
Type: K
AACSB: Diversity | Group Dynamics

Ans: True
Page: 37
Type: U
AACSB: Diversity | Group Dynamics

Ans: True
Page: 37
Type: K
AACSB: Diversity | Group Dynamics

Ans: True
Page: 38
Type: U
AACSB: Diversity | Group Dynamics | Individual Dynamics

Ans: True
Page: 39
Type: U
AACSB: Diversity | Group Dynamics | Individual Dynamics

Ans: True
Page: 39
Type: U
AACSB: Diversity | Group Dynamics

Ans: False
Page: 40
Type: U
AACSB: Diversity | Group Dynamics

Ans: False
Page: 41
Type: U
AACSB: Analytic skills | Creation of Value

53. T F The white male segment of the workforce is expected to increase as a proportion of the workforce in the next decade.

54. T F Females are expected to increase their percentage in the workforce to more than 62 percent by the year 2010.

55. T F Workforce diversity is increasing in other countries besides in the United States.

56. T F Today, the workplace in the United States might be regarded as more of a “tossed salad” made up of a mosaic of different flavors, colors, and textures.

57. T F Attempting to assimilate diverse workers into the culture and values of the dominant group can result in many problems.

58. T F Those who work in dominant groups tend to be less aware of the problems that homogeneity can cause.

59. T F Valuing diversity means ensuring stereotypes and prejudices are accurate and meaningful.

60. T F The Internal Revenue Service (IRS) is an example of a manufacturing organization.

Ans: False
 Page: 41
 Type: K
 AACSB: Analytic skills |
 Creation of Value

61. T F The most effective service organizations produce tangible outcomes for their customers.

Ans: False
 Page: 42
 Type: K
 AACSB: Analytic skills |
 Creation of Value

62. T F Businesses have found that they can be more competitive if they can increase cycle times.

Ans: False
 Page: 42
 Type: K
 AACSB: Communication
 abilities |
 Technology |
 Information
 Technologies

63. T F Advances in information technology have resulted in communication at work that is more personal in nature.

Ans: False
 Page: 42-43
 Type: U
 AACSB: Analytic skills |
 Ethics

64. T F A board of directors is most likely to behave ethically when it includes members from related or partner firms.

Ans: True
 Page: 45
 Type: K
 AACSB: Analytic skills |
 Creation of Value |
 Individual
 Dynamics

65. T F Knowledge workers bring value to a company because of what they know, not because of their experience.

COMPLETION

Ans: midsize; small
 Page: 29
 Type: K
 AACSB: Analytic skills |
 Environmental
 influence | Strategy

66. Most _____ and many _____ firms routinely buy and/or sell their products and services in other countries.

Ans: individualism
 Page: 31
 Type: K
 AACSB: Diversity | Group
 Dynamics |
 Individual
 Dynamics

67. The extent to which people in a culture define themselves primarily as individuals rather than as part of a group is called _____.

Ans: synergy
Page: 31
Type: K
AACSB: Analytic skills | Diversity

Ans: power distance
Page: 32
Type: K
AACSB: Analytic skills | Diversity | Leadership

Ans: power
Page: 32
Type: K
AACSB: Diversity | Leadership

Ans: Short-term,
Page: 32
Type: K
AACSB: Diversity | Individual Dynamics | Group Dynamics

Ans: Uncertainty avoidance
Page: 32
Type: K
AACSB: Diversity | Group Dynamics | Individual Dynamics

Ans: long-term
Page: 32
Type: U
AACSB: Diversity | Group dynamics | Individual Dynamics

Ans: short-term
Page: 32
Type: K
AACSB: Diversity | Group Dynamics | Individual Dynamics

68. Cultural diversity can be an important source of _____ in enhancing organizational effectiveness.
69. Orientation to authority is another name for the cultural value _____.
70. Orientation to authority is the extent to which people accept as normal an unequal distribution of _____.
71. _____ orientation is tied to values that are oriented toward the past and the present and include respect for traditions and social obligations.
72. _____ is the extent to which people feel threatened by unknown situations and prefer to be in clear and unambiguous situations.
73. Michelle lives in a society where the focus is on the future, and where persistence and thrift are valued. Michelle's culture has a _____ - _____ orientation.
74. The culture of the United States has a more _____ - _____ orientation than does the culture of Hong Kong or China.

Ans: diversity Page: 33 Type: K AACSB: Diversity Individual Dynamics	75. Workforce _____ refers to the important similarities and differences among the employees of organizations.
Ans: Japan Page: 32 Type: K AACSB: Analytic Communication abilities Leadership Principles	76. Managers in _____ strongly believe that a manager should be able to answer any question he or she is asked.
Ans: prejudice Page: 34-35 Type: U AACSB: Diversity Individual Dynamics	77. Marcos believes men make better managers than women. Marcos's attitude is an example of _____.
Ans: stereotypes; prejudices Page: 33-34 Type: K AACSB: Diversity Group Dynamics	78. Management systems built on _____ and _____ do not meet the needs of a diverse workforce.
Ans: primary Page: 35 Type: K AACSB: Diversity Individual Dynamics Group Dynamics	79. Age, race and ethnicity, gender, physical and mental abilities, and sexual orientation are _____ dimensions of diversity.
Ans: assimilation Page: 38 Type: K AACSB: Diversity Group Dynamics	80. The process through which members of a minority group are forced to learn the ways of the majority group is called _____.
Ans: Valuing Page: 40 Type: K AACSB: Diversity Group Dynamics	81. _____ diversity means putting an end to the assumption that everyone who is not a member of the dominant group must assimilate.
Ans: manufacturing Page: 41 Type: U AACSB: Analytic skills Creation of Value	82. Pureflow collects water at a natural spring, filters it, and bottles it for sale. This work process makes Pureflow an example of a _____ organization.

Ans: service
Page: 41
Type: U
AACSB: Analytic skills |
Creation of Value

Ans: information
Page: 42
Type: K
AACSB: Technology |
Information
Technology

Ans: financial
Page: 43
Type: K
AACSB: Ethics | Ethical |
Legal
responsibilities

Ans: Arthur Andersen
Page: 43
Type: K
AACSB: Ethics | Ethical |
Legal
Responsibilities

Ans: governance
Page: 43
Type: K
AACSB: Ethics | Analytic
skills | Strategy

Ans: Technology
Page: 40
Type: K
AACSB: Technology |
Information
Technologies |
Creation of Value

Ans: knowledge
Page: 45
Type: K
AACSB: Analytic skills |
HRM

Ans: outsource
Page: 46
Type: U
AACSB: Analytic skills |
Strategy

83. Powertrain is a fitness club that offers customers free personal trainers and nutrition consultants. This work process makes Powertrain an example of a _____ organization.
84. Breakthroughs in _____ technology have resulted in leaner organizations and more collaboration across employees, but also in less personal communication and an increased sense of urgency in communications.
85. Rapid change in business relationships, organizational structures, and financial systems pose unsurpassed difficulties in keeping accurate track of a company's _____ position.
86. The accounting firm that audited Enron's finances was _____.
87. The oversight of a public corporation by its board of directors is called corporate _____.
88. _____ refers to the methods used to create products, including both physical goods and intangible services.
89. A _____ worker is hired because of what they know.
90. Rather than attempt to manage its own paid parking lot, Vestco, a financial planning services organization, decided to _____ this operation to a parking lot management group.

MATCHING QUESTIONS

- | | |
|---------------------------------------------|-------------------------------------------------|
| 91. _____ ethics | a. generalization |
| 92. _____ stakeholders | b. online advertising network |
| 93. _____ Arthur Anderson | c. methods to create goods and services |
| 94. _____ corporate governance | d. respect for tradition and social obligations |
| 95. _____ DoubleClick | e. race |
| 96. _____ knowledge worker | f. employees, stockholders, consumers |
| 97. _____ technology | g. tangible outcome |
| 98. _____ short-term orientation | h. studied workers and managers |
| 99. _____ workforce diversity | i. melting pot |
| 100. _____ stereotype | j. audited Enron's finances |
| 101. _____ prejudice | k. financial and economic benefits |
| 102. _____ primary dimension of diversity | l. judgment of superiority |
| 103. _____ secondary dimension of diversity | m. engineer |
| 104. _____ assimilation | n. oversight of a public corporation |
| 105. _____ dominant group | o. focus on core activity |
| 106. _____ valuing diversity | p. similarities and differences |
| 107. _____ manufacturing | q. work experience |
| 108. _____ service organization | r. self-perpetuating |
| 109. _____ Geert Hofstede | s. right and wrong behavior |
| 110. _____ outsourcing | t. time or place utility |

ANSWERS TO MATCHING QUESTIONS

91. s, Ethics | Individual Dynamics
92. f, Analytic skills | Group Dynamics | Individual Dynamics
93. j, Analytic skills | Ethical responsibilities | Legal responsibilities
94. n, Analytic skills | Legal responsibilities | Leadership Principles | Strategy
95. b, Analytic skills | Technology | Information Technologies
96. m, Analytic skills | Individual Dynamics | HRM
97. c, Technology | Information Technologies | Creation of Value
98. d, Analytic skills | Individual Dynamics | Group Dynamics
99. p, Diversity | Individual Dynamics | HRM
100. a, Analytic skills | Individual Dynamics | Group Dynamics
101. l, Analytic skills | Diversity | Individual Dynamics | Group Dynamics
102. e, Diversity | Individual Dynamics | Group Dynamics
103. q, Diversity | Individual Dynamics | HRM
104. i, Analytic skills | Diversity | Group dynamics
105. r, Diversity | Group Dynamics
106. k, Analytic skills | Diversity | Group Dynamics
107. g, Analytic skills | Creation of Value | Information Technologies
108. t, Analytic skills | Creation of Value | Operations Management
109. h, Analytic skills | Individual Dynamics | Group Dynamics
110. o, Analytic skills | Creation of Value | Environmental Influence

ESSAY QUESTIONS

111. Compare, contrast, and discuss the importance of ethics and corporate governance for business. AACSB: Ethics | Strategy
112. Identify, discuss, and give one example for each of the five central environmental forces for change faced by today's organizations. AACSB: Analytic | Environmental Influence | Strategy
113. Discuss four general observations that can be made regarding similarities and differences across national cultures. AACSB: Diversity | Group Dynamics
114. Give an overview of Geert Hofstede's five dimensions of cultural values. How can understanding these values help managers? AACSB: Diversity | Group Dynamics
115. Explain what workforce stereotypes and prejudices are and give an example of each. Discuss how stereotypes and prejudices affect organizations. AACSB: Diversity | Group Dynamics | Individual Dynamics
116. Discuss what it means to value workforce diversity. What benefits can organizations accrue by valuing diversity? AACSB: Diversity | Group Dynamics | Individual Dynamics
117. Discuss the reasons for the decline of the manufacturing sector and the reasons for the tremendous growth in the service sector. AACSB: Analytic skills | Operations Management | Information Technologies
118. Explain the impact advances in information technology has had on employees and managers. AACSB: Information Technologies | Group Dynamics | Individual Dynamics
119. Discuss the growing presence of knowledge workers in today's workforce. How are knowledge workers different than traditional workers? Explain the special issues managers must deal with when employing knowledge workers. AACSB: HRM | Individual Dynamics | Information Technologies
120. Discuss outsourcing by explaining its purpose, costs and benefits. Give two examples of outsourcing. AACSB: Strategy

CHAPTER 3

Foundations of Individual Behavior

MULTIPLE CHOICE QUESTIONS

Ans: B
Page: 57
Type: K
AACSB: Analytic skills |
Communication
abilities |
Leadership
Principles

Ans: C
Page: 58
Type: K
AACSB: Analytic skills |
Ethical
understanding |
Individual
Dynamics

Ans: B
Page: 58
Type: U
AACSB: Analytic skills |
Individual
Dynamics

Ans: A
Page: 58-59
Type: U
AACSB: Analytic skills |
Individual
dynamics |
Motivation
Concepts

1. Which of the following best describes the source of Paul Tagliabue's success as the National Football League (NFL) Commissioner?
 - a. His outgoing, dynamic personality
 - b. His willingness to listen and flexibility in his decisions
 - c. His undying obsession for football
 - d. His "take no prisoners" approach to running the league
 - e. His ability to take big risks on unproven athletes
2. A psychological contract is
 - a. a description of the intellectual work the employee will be required to complete on the job.
 - b. a legally binding agreement between the employer and the worker.
 - c. a person's overall expectations regarding the employment arrangement.
 - d. a written document outlining what the employee will be paid.
 - e. a ideal employment contract developed by industrial psychologists.
3. An assembly-line worker who sits by a moving conveyor and attaches parts to a product as it passes by
 - a. has multiple performance behaviors.
 - b. has relatively few performance behaviors.
 - c. has low consistency.
 - d. has high consensus.
 - e. None of these are correct
4. If you accept a position with an organization that promises advancement opportunities, the organization is providing
 - a. inducements.
 - b. tangibles.
 - c. competencies.
 - d. contributions.
 - e. psychological contracts.

Ans: A
Page: 60
Type: U
AACSB: Analytic skills | Ethical responsibilities | HRM

Ans: C
Page: 60
Type: K
AACSB: Analytic skills | Individual Dynamics | HRM

Ans: E
Page: 60
Type: U
AACSB: Analytic skills | Individual Dynamics | HRM

Ans: D
Page: 61
Type: U
AACSB: Analytic skills | Individual Dynamics | Motivation Concepts

Ans: C
Page: 61
Type: K
AACSB: Analytic skills | Individual Dynamics

5. Expatriate managers may have a difficult time returning from an international assignment because
 - a. the organization that they are coming back to may be different than the one they left.
 - b. their company is required by law to wait 30 days before rehiring them.
 - c. their personality has changed in the course of their absence.
 - d. former coworkers attempt to draw them away to different organizations.
 - e. they lose their citizenship if they stay away longer than five years.
6. The extent to which the contributions made by an individual match the inducements offered by the organization is referred to as
 - a. a complementary contract.
 - b. employment alignment.
 - c. person-job fit.
 - d. workplace balance.
 - e. job security.
7. A precise person-job fit is seldom achieved for all of the following reasons *except*
 - a. it is difficult to measure employee skill levels.
 - b. organizations tend to change over time.
 - c. each person is unique.
 - d. hiring procedures are imperfect.
 - e. employees rarely make true contributions to organizations.
8. Which of the following statements best describes the role of circumstances in assessing individual differences?
 - a. Circumstances are more important in judging newer employees than they are in judging older employees.
 - b. Individual differences may shape circumstances, but circumstances cannot shape individual differences.
 - c. Managers can assess circumstances, but they cannot assess individual differences.
 - d. Whether specific differences that characterize a person are good or bad depends on circumstances.
 - e. Circumstances becomes more important the more unique the employee.
9. The extent to which personality attributes are inherited from our parents or shaped by our environment is called _____ by psychologists.
 - a. individual differences
 - b. psychological contributions
 - c. nature versus nurture
 - d. psychological contract
 - e. psychological inducements

Ans: C
 Page: 61
 Type: K
 AACSB: Analytic skills | Individual Dynamics

10. Agreeableness includes all of the following *except*
- gentle
 - cooperative
 - poor working relationships.
 - forgiving
 - understanding

Ans: C
 Page: 62
 Type: K
 AACSB: Analytic skills | Individual Dynamics

11. Research has found that _____ people tend to be higher performers in a variety of jobs.
- extroverted
 - introverted
 - conscientious
 - open
 - All of these are correct.

Ans: D
 Page: 63
 Type: U
 AACSB: Analytic skills | Individual Dynamics

12. Jane is relatively calm, poised, and secure. Jane's boss is more excitable, insecure, and reactive. Jane and her boss differ in their level of which personality trait?
- Conscientiousness
 - Agreeableness
 - Extraversion
 - Negative emotionality
 - Openness

Ans: C
 Page: 63
 Type: U
 AACSB: Analytic skills | Individual Dynamics | Group Dynamics

13. Jim enjoys meeting new people on a regular basis and is very talkative and assertive. We would expect Jim to be most attracted to a job such as
- custodian.
 - accountant.
 - sales representative.
 - animal trainer.
 - research scientist.

Ans: C
 Page: 63
 Type: K
 AACSB: Analytic skills | Communication abilities | Individual Dynamics | Group Dynamics

14. People with a high level of _____ are willing to listen to new ideas and to change their own ideas, beliefs, and attitudes in response to new information.
- agreeableness
 - conscientiousness
 - openness
 - extraversion
 - negative emotionality

Ans: A
Page: 63-64
Type: K
AACSB: Analytic skills | Individual Dynamics

15. Which of the following statements regarding assessing employees' "Big Five" personality traits is true?
- The "Big Five" personality traits are based primarily on research conducted in the United States.
 - Managers are basically uninterested in the "Big Five" personality traits.
 - Rigorous and valid measures of personality allow for their accurate assessment.
 - Managers should be very confident about their assessment of employees' personality traits.
 - Personality traits are poor predictors of virtually all employee behaviors.

Ans: E
Page: 64
Type: K
AACSB: Analytic skills | Communication abilities | Individual Dynamics | HRM

16. The Meyers-Briggs Type Indicator (MBTI) is a(n)
- measure of employees' "Big Five" personality traits.
 - questionnaire used to assess employees' willingness to accept international assignments.
 - instrument created to measure employees' productivity.
 - survey to help managers understand employees' psychological contracts.
 - useful method for determining employees' communication styles and interaction preferences.

Ans: B
Page: 61
Type: K
AACSB: Analytic skills | Individual Dynamics

17. The basic categories of individual differences include all of the following *except*
- personality
 - self-esteem
 - attitudes
 - perception
 - creativity

Ans: C
Page: 64
Type: K
AACSB: Analytic skills | Individual Dynamics | Group Dynamics

18. Emotional intelligence includes all of the following *except*
- self-awareness
 - managing emotions
 - locus of control
 - self-motivation
 - social skills

Ans: C
Page: 64
Type: K
AACSB: Analytic skills | Individual Dynamics | Motivation Concepts

19. Jim has the ability to balance anxiety, fear, and anger and still get the job done. Jim possesses which component of emotional intelligence?
- social skills
 - locus of control
 - managing emotions
 - empathy
 - motivating oneself

- | | |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Ans: C
Page: 64-65
Type: K
AACSB: Analytic skills Individual Dynamics Motivation Concepts</p> | <p>20. If you have the ability to remain optimistic and to continue striving in the face of setbacks, barriers, and failure, you have the ability to</p> <ul style="list-style-type: none"> a. manage your emotions. b. show empathy. c. motivate yourself. d. get along with others. e. be promoted at your job. |
| <p>Ans: A
Page: 65
Type: U
AACSB: Analytic skills Individual Dynamics Motivation Concepts</p> | <p>21. John truly believes that he can achieve his goal of selling 10 cars each month. This belief reflects John's</p> <ul style="list-style-type: none"> a. self-efficacy. b. risk propensity. c. attitude. d. self-esteem. e. Machiavellianism. |
| <p>Ans: B
Page: 65
Type: U
AACSB: Analytic skills Individual Dynamics Motivation Concepts</p> | <p>22. George believes that he was promoted and given a raise based upon his hard work on the job. George has</p> <ul style="list-style-type: none"> a. self-efficacy. b. an internal locus of control. c. emotional intelligence. d. high self-esteem. e. an external locus of control. |
| <p>Ans: A
Page: 65
Type: U
AACSB: Analytic skills Individual Dynamics Motivation Concepts</p> | <p>23. If you accept orders from your supervisor solely because he or she is "the boss," you are highly</p> <ul style="list-style-type: none"> a. authoritarian. b. self-monitoring. c. perceptual. d. motivational. e. dogmatic. |
| <p>Ans: D
Page: 66
Type: U
AACSB: Analytic skills Individual Dynamics Motivation Concepts</p> | <p>24. If you are proud of your accomplishments yet look forward to achieving higher levels of performance and are confident in your abilities, you have high</p> <ul style="list-style-type: none"> a. risk propensity. b. locus of control. c. conformity. d. self-esteem. e. self-monitoring. |
| <p>Ans: B
Page: 66
Type: U
AACSB: Analytic skills Individual Dynamics Leadership</p> | <p>25. A supervisor who experiments with new ideas, takes a chance with new products, and leads his or her department in new directions has high</p> <ul style="list-style-type: none"> a. locus of control. b. risk propensity. c. self-monitoring. d. self-esteem. e. competencies. |