Organizational Behavior 12th Edition Schermerhorn Test Bank

File: ch01, Chapter 1: Introducing Organizational Behavior

True/False

1. Organizational behavior is the study of human behavior in organizations.

Ans: True
Page: 4
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

2. Learning about organizational behavior can help you expand your potential for career success in the dynamic, shifting, and complex workplaces of today.

Ans: True
Page: 4
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

3. The early focus of the systematic study of management was on physical working conditions, principles of administration, and principles of industrial engineering.

Ans: True
Page: 4
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

4. Organizational behavior is an interdisciplinary body of knowledge with strong ties to psychology, sociology, criminal justice, and anthropology.

Ans: False
Page: 4-5

Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

5. Financial capital is the building block of organizational success.

Ans: False
Page: 4
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

6. Organizational behavior is an academic discipline devoted only to understanding group behavior.

Ans: False
Page: 4
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Response: See page 4
Reference: Introducing Organizational Behavior

7. Organizational behavior seldom uses scientific methods to develop generalizations about behavior in organizations.

Ans: False
Page: 5
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

8. Research in organizational behavior is based on scientific thinking, which means the proposed explanations are carefully tested and the explanations that can be scientifically verified are the only ones that are accepted.

Ans: True
Page: 5
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.

Reference: Introducing Organizational Behavior

9. As job satisfaction increases, absenteeism tends to go down; as job satisfaction decreases, absenteeism often goes up.

Ans: True
Page: 5
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

10. Scientific methods models in OB are not able to link causes with outcomes due to the human element.

Ans: False
Page: 5
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

11. Commonly used organizational behavior research methods include case studies, survey studies, meta analyses, field studies, and laboratory studies.

Ans: True
Page: 6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

12. When organizational behavior researchers collect data in real-life organizational settings, the research method of case studies is being used.

Ans: False
Page: 6
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

13. Laboratory studies are being used when organizational behavior researchers collect data in simulated and controlled settings.

Ans: True
Page: 6
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

14. When organizational behavior researchers collect data by using questionnaires and interviews in sample populations, the research method of meta analysis is being used.

Ans: False
Page: 6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

15. Organizational behavior scholars believe that there is one "best" or universal way to manage people and organizations.

Ans: False
Page: 6
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

16. An essential responsibility of the science of organizational behavior is to create and test models that offer evidence-based foundations for decision making and action.

Ans: True
Page: 6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

17. Evidence-based management uses hard facts and empirical evidence to make decisions.

Ans: True
Page: 6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

18. Organizational behavior research is now rich with empirically based insights into cross-cultural issues.

Ans: True
Page: 6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

19. Progressive workplaces today look and act very similar to those of the past.

Ans: False
Page: 7
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

20. Eagley and colleagues conclude that followers are more accepting of a transformational style of leadership when the leader is male.

Ans: False
Page: 7
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

21. Important trends in the contemporary business world include the demise of "command-and-control" of organizational structures and a commitment to ethical behavior.

Ans: True

Page: 7-8
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

22. An organization is defined as a collection of people working together in a division of labor to achieve a common purpose.

Ans: True
Page: 8
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

23. Organizations that obtain resource inputs from the environment and transform them into outputs that are returned to the environment in the form of finished goods or services are viewed as open systems.

Ans: True
Page: 9
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

24. In organizational cultures that are more authoritarian and hierarchical, people are hesitant to make decisions and take action on their own, so they tend to show little initiative and wait for approval.

Ans: True
Page: 9
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

25. Customers, owners, employees, suppliers, regulators, and local communities are among the key stakeholders of most business organizations.

Ans: True
Page: 10
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

26. Fortunately, organizational stakeholders typically have the same business interests and objectives.

Ans: False
Page: 10
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

27. Some organizational climates are relaxed and informal, while others are more structured.

Ans: True
Page: 9
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

28. The value chain begins when customers and clients are well served.

Ans: False
Page: 10
Level: Hard
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

29. Workforce diversity involves differences based on gender, race and ethnicity, age, able-
    bodiedness, and sexual orientation.

Ans: True
Page: 11
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments
and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

30. Today's labor force is composed of fewer women than in prior years.

Ans: False
Page: 11
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments
and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

31. The proportion of African-Americans, Hispanics, and Asians in the labor force is increasing.

Ans: True
Page: 11
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments
and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

32. Demographic trends indicate that, in the future, people of color will constitute the majority of
    the U.S. population.

Ans: True
Page: 11
Level: Hard
Learning Objective 2: Describe organizational behavior in context, organizational environments
and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

33. A key element in any organization that embraces multiculturalism is inclusion.

Ans: True
Page: 11
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

34. An effective manager is one whose organizational unit, group, or team consistently achieves its goals despite the fact that its members are uncommitted and unenthusiastic.

Ans: False
Page: 11
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

35. Task performance is defined as the quality and quantity of the work produced or the services provided by a work unit as a whole.

Ans: True
Page: 11
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.

Reference: Management and Leadership

36. Organizational behavior clearly indicates that managers should be held accountable for task performance results, but not job satisfaction results.

Ans: False
Page: 11
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

37. In the new workplace, management is most effectively accomplished through "directing" and "controlling" rather than "supporting."

Ans: False
Page: 11
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

38. The word "manager" is increasingly being replaced in conversations by such terms as "coordinator," "coach," or "team leader."

Ans: True
Page: 11
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

39. The four basic functions of management are delegating, leading, controlling, and decision making.

Ans: False
Page: 12
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

40. Controlling is the process of creating work structures and systems, and arranging resources to accomplish goals and objectives.

Ans: False
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

41. When managers are instilling enthusiasm by communicating with others, motivating them to work hard, and maintaining good interpersonal skills, they are engaged in the managerial function of leading.

Ans: True
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

42. Henry Mintzberg identified a set of roles that managers perform. These roles are: interpersonal, informational, and decisional.

Ans: True
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

43. Henry Mintzberg identified the set of roles that managers perform as technical, human, and conceptual.

Ans: False
Page: 12
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

44. According to Henry Mintzberg, managerial roles that involve working directly with other people are called human roles.

Ans: False
Page: 12
Level: Hard

Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

45. A manager's informational roles include being a figurehead, leader, and liaison.

Ans: False
Page: 12
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

46. According to Henry Mintzberg, when a manager acts as a disturbance handler, this is an interpersonal role.

Ans: False
Page: 12-13
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

47. According to Henry Mintzberg, managerial roles involving decision-making that affects other people are called technical roles.

Ans: False
Page: 13
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

48. Decisional roles include seeking out problems to solve and opportunities to explore, helping to resolve conflict, allocating resources, and negotiating with other parties.

Ans: True
Page: 12-13

Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

49. According to Robert Katz, the essential skills of management can be grouped into three categories. These categories are: interpersonal, informational, and decisional.

Ans: False
Page: 13
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

50. According to Robert Katz, the relative importance of technical, human, and conceptual skills varies across the different levels of management.

Ans: True
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

51. According to Katz, proficiency in database management is considered a technical skill in today's workplace.

Ans: True
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

52. Emotional intelligence, the ability to understand and deal with emotions, falls into the category of conceptual skills according to Robert Katz.

Ans: False
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

53. Emotional intelligence includes the human skills of self-awareness, self-regulation, motivation, empathy, and social skill.

Ans: True
Page: 14
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

54. Leaders succeed when people follow them not because they have to, but because they want to.

Ans: True
Page: 15
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

55. According to Archie Carroll, an immoral manager does not subscribe to ethical principles, but instead makes decisions and acts to take best personal advantage of a situation.

Ans: True
Page: 16
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

56. According to Archie Carroll, the manager who unintentionally acts unethically is considered amoral.

Ans: True
Page: 17
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

57. Ethics mindfulness is an "enriched awareness" that causes a manager to behave with an ethical consciousness from one decision or behavioral event to another.

Ans: True
Page: 17
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

58. Learning is an enduring change of behavior that results from experience.

Ans: True
Page: 18
Level: Medium
Learning Objective 4: Recognize how we learn about organizational behavior.
Reference: Learning about Organizational Behavior

59. Life-long learning refers to the need to learn from day-to-day work experiences, conversations with colleagues and friends, counseling and advice from mentors, success models, training seminars and workshops, and other daily opportunities.

Ans: True
Page: 18
Level: Medium
Learning Objective 4: Recognize how we learn about organizational behavior.
Reference: Learning about Organizational Behavior

60. The learning sequence begins with initial experience and subsequent reflection.

Ans: True
Page: 18
Level: Medium
Learning Objective 4: Recognize how we learn about organizational behavior.
Reference: Learning about Organizational Behavior

Multiple Choice

61. _____ is a multidisciplinary field devoted to understanding individual and group behavior, interpersonal processes, and organizational dynamics.
    a) Organizational behavior
    b) Motivation
    c) Performance management
    d) Workgroup analysis
    e) Accounting

Ans: a
Page: 4
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

62. The following statements are accurate descriptions of the evolution of the scientific study of organizations EXCEPT:
    a) the early focus of the systematic study of management was on physical working conditions, principles of administration, and principles of industrial engineering.
    b) as management research progressed, emphasis was placed on the human factor with respect to individual attitudes, group dynamics, and relationships between managers and workers.
    c) organization behavior continues to evolve as a discipline devoted to understanding individuals and groups in organizations.
    d) organization behavior continues to evolve as a discipline devoted to understanding the performance implications of organizational processes, systems, and structures.
    e) the primary focus on the human factor began in the 18th century.

Ans: e
Page: 4
Level: Medium

Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

63. From its scientific heritage, organizational behavior has developed all of the following
    EXCEPT:
    a) an emphasis on finding the "one best way" to complete a task.
    b) an interdisciplinary body of knowledge.
    c) use of scientific methods.
    d) a focus on application.
    e) contingency thinking.

Ans: a
Page: 4-6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

64. Organizational behavior is an interdisciplinary body of knowledge with strong ties to all of
    the following disciplines EXCEPT:
    a) psychology.
    b) physics.
    c) sociology.
    d) anthropology.
    e) economics.

Ans: b
Page: 4-5
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

65. Which of the following statements about organizational behavior is NOT accurate?
    a) Organizational behavior has strong ties to the behavioral sciences and allied social
        sciences.
    b) Organizational behavior seeks to integrate the diverse insights of the behavioral
        sciences and allied social sciences.
    c) Organizational behavior is divorced from the disciplines of political science and
        economics.
    d) Organizational behavior seeks to improve the quality of work life.

e) Organizational behavior seeks to improve the performance of people, groups, and organizations.

Ans: c
Page: 4-5
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

66. Organizational behavior goals include all of the following EXCEPT improving the:
a) performance of people.
b) performance of groups.
c) performance of organizations.
d) quality of overall work life.
e) level of organizational profits.

Ans: e
Page: 5
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

67. Scientific methods models link _____ with _____.
a) independent variables; dependent variables
b) specific variables; contingency variables
c) proven variables; non-proven variables
d) discovered variables; undisclosed variables
e) highly publicized variables; undisclosed variables

Ans: a
Page: 5
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

68. Scientific thinking is important to organizational behavior researchers and scholars for all of the following reasons EXCEPT:
a) the process of data collection is controlled.
b) the process of data collection is systematic.
c) proposed explanations are carefully tested.

      d) only explanations that can be scientifically verified are accepted.
      e) the process of data collection is discretionary.

Ans: e
Page: 5
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

69. Which of the following is NOT an important research question addressing applications within the field of organizational behavior?
      a) What creates job satisfaction for people at work?
      b) How can ethical and socially responsible behavior in and by organizations be assured?
      c) Should decisions be made by individual, consultative, or group methods?
      d) What are the ingredients for marketing promotions within organizations?
      e) How can organizational cultures be changed?

Ans: d
Page: 5
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

70. _____ are simplified views of reality that attempt to explain real-world phenomena.
      a. Models
      b. Incubators
      c. Theories
      d. Scientific methods
      e. Reproductions

Ans: a
Page: 5
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

71. When OB researchers use statistics to pool the results of different studies, which research method are they using?
      a) Survey studies
      b) Case studies

    c) Meta-analysis
    d) Field studies
    e) Laboratory studies

Ans: c
Page: 6
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

72. Which of the following was NOT cited as a possible leadership strength of women in the research by Eagley?
    a) Good at mentoring
    b) More transformational
    c) Encourage creativity
    d) Very inspiring
    e) Fairness in punishing

Ans: e
Page: 7
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

73. Rather than assuming that there is one "best" or universal way to manage people in organizations, which approach do researchers use to try to identify how different situations can be best understood and handled?
    a) Scientific
    b) Industrial engineering
    c) Contingency
    d) Emotional intelligence
    e) Laboratory study

Ans: c
Page: 5-6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

74. When OB researchers look in depth at single situations, which research method are they using?
    a) Survey studies

b) Case studies
c) Meta-analysis
d) Field studies
e) Laboratory studies

Ans: b
Page: 6
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

75. The realities of the contemporary business world include all of the following trends EXCEPT:
a) the demise of "command-and-control" organizational structures.
b) the importance of human capital.
c) a commitment to ethical behavior.
d) an emphasis on individuals working independently of one another.
e) a changing definition of jobs and career.

Ans: d
Page: 8
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

76. Which of the following is NOT a trend in the contemporary business world?
a) Pervasive influence of information technology.
b) Respect for new workforce expectations.
c) Emphasis on teamwork.
d) Increase in "command-and-control" leadership.
e) Changing careers

Ans: d
Page: 8
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

77. All of the following are characteristic of Generation F at work EXCEPT:
a) no one kills an idea.

      b) credentials overrule contributions.
      c) people choose tasks that interest them.
      d) wisdom lies within the crowd.
      e) resources flow toward good ideas and projects.

Ans: b
Page: 8
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

78. Which of the following reflects the expectations of the new generation of workers?
      a) Less tolerant of hierarchy
      b) Less high tech
      c) More concerned about status
      d) Less focus on work/life balance
      e) More focus on structure

Ans: a
Page: 8
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

79. The increase in teamwork today is a function of all of the following EXCEPT:
      a) management's dislike for individual contributors.
      b) organizations can no longer rely on just managers for leadership.
      c) leadership is valued by all members.
      d) people are valuable human assets.
      e) work is increasingly focused on peer contributions.

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Ans: a
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

80. Data show that women earn only _____ cents per dollar earned by men.
a) 50

b) 68
c) 75
d) 90
e) 95

Ans: c
Page: 11
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

81. A collection of people working together in a division of labor to achieve a common purpose refers to a(n):
    a) club.
    b) labor union.
    c) organization.
    d) mission.
    e) team.

Ans: c
Page: 8
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

82. All of the following are examples of organizations EXCEPT:
    a) small and large businesses.
    b) religious bodies.
    c) voluntary organizations.
    d) a government representative.
    e) hospitals.

Ans: d
Page: 9
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

83. The match of organizational culture and individual characteristics is called a(n):
    a) fit.
    b) agreement.

c) union.
d) harmony.
e) accord.

Ans: a
Page: 9
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

84. Since organizations obtain resource inputs from the environment and transform them into outputs that are returned to the environment in the form of finished goods or services, they may be viewed as:
a) stakeholders.
b) suppliers.
c) open systems.
d) transformational systems.
e) resource allocators.

Ans: c
Page: 9
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

85. Which of the following is a sequence of activities that creates valued goods and services for customers?
a) Assembly line
b) Value chain
c) Output process
d) Evidence-based management
e) None of the above

Ans: b
Page: 10
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

86. Among the following, who are considered to be stakeholders?
    a) Customers
    b) Owners
    c) Employees
    d) Local communities
    e) All of the above

Ans: e
Page: 10
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

87. The shared beliefs and values that influence the behavior of organizational members refers to organizational:
    a) mission.
    b) purpose.
    c) strategy.
    d) culture.
    e) stakeholders.

Ans: d
Page: 9
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

88. As used in OB, the term multiculturalism refers to:
    a) hiring people from different cultures to work in one company.
    b) pluralism, and respect for diversity and individual differences.
    c) developing employees to better understand people from non-United States cultures.
    d) a job rotation system whereby employees move from country to country.
    e) a job design system whereby managers are required to oversee people from different countries.

Ans: b
Page: 11
Level: Medium

Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

89. Demographic trends driving workforce diversity in American society today include:
    a) fewer number of women in the labor force.
    b) fewer African-Americans in the labor force.
    c) fewer Hispanics in the labor force.
    d) an increasing percentage of people of color in the labor force.
    e) more white males in the labor force.

Ans: d
Page: 11
Level: Hard
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

90. The degree to which the culture respects and values diversity and is open to anyone who can perform a job, regardless of their diversity attributes, is known as:
    a) workforce diversity.
    b) inclusion.
    c) multiculturalism.
    d) cultural sensitivity.
    e) constructive culture.

Ans: b
Page: 11
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

91. An individual who helps others achieve high levels of both performance and satisfaction is a(n):
    a) executive.
    b) effective manager.
    c) director.
    d) supervisor.
    e) team follower.

Ans: b
Page: 11
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

92. Which of the following is NOT one of the four basic functions of management?
   a) Planning
   b) Organizing
   c) Leading
   d) Directing
   e) Controlling

Ans: d
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

93. When managers define goals, set performance objectives, and identify action steps for accomplishing them, they are engaged in which management function?
   a) Planning
   b) Organizing
   c) Leading
   d) Directing
   e) Controlling

Ans: a
Page: 12
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

94. Suppose that the company's president decides to develop a policy to increase the company's commitment to its employees and then develops a set of procedures to implement this policy. The president is engaged in which management function?
   a) Planning

b) Organizing
c) Leading
d) Directing
e) Controlling

Ans: a
Page: 12
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

95. Suppose that a manager sets up a committee to develop procedures for dealing with company-wide training needs and then assigns people to conduct specific training programs. This manager is engaged in which management function?
    a) Planning
    b) Organizing
    c) Motivating
    d) Leading
    e) Controlling

Ans: b
Page: 12
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

96. Suppose a manager starts an affirmative action program to increase opportunities for minority advancement and then clearly and convincingly communicates the objectives of the program to all employees. By doing this the manager gains their support and participation. This manager is engaged in which management function?
    a) Planning
    b) Organizing
    c) Leading
    d) Motivating
    e) Controlling

Ans: c
Page: 12
Level: Hard

Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

97. When a manager monitors the progress of an affirmative action program to advance minorities within the corporation, reviews progress on changes in employee attitudes, calls a special meeting to discuss problems, and makes appropriate adjustments in the program, the manager is engaged in which management function?
    a) Planning
    b) Organizing
    c) Leading
    d) Controlling
    e) Delegating

Ans: d
Page: 12
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

98. Henry Mintzberg identified a set of roles that managers perform. These roles are grouped into which of the following three categories?
    a) Interpersonal, strategic, and decisional
    b) Strategic, informational, and political
    c) Interpersonal, informational, and decisional
    d) Supervisory, authoritarian, and decisional
    e) Supervisory, informational, and strategic

Ans: c
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

99. Which of the following represent informational roles as identified by Henry Mintzberg?
    a) Figurehead, leader, and spokesperson
    b) Monitor, disseminator, and spokesperson
    c) Negotiator, entrepreneur, and resource allocator

   d) Leader, disseminator, and entrepreneur
   e) Entrepreneur, disturbance handler, and resource allocator

Ans: b
Page: 12
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

100. Which of the following descriptions of Mintzberg's managerial roles is correct?
   a) Interpersonal roles include the monitor, disseminator, and spokesperson.
   b) Informational roles include the figurehead, leader, and liaison.
   c) Decisional roles include the entrepreneur, disturbance handler, resource allocator, and negotiator.
   d) Decisional roles include the leader, disturbance handler and spokesperson.
   e) Informational roles include the figurehead, monitor, leader and spokesperson.

Ans: c
Page: 12
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

101. According to Robert Katz, the essential skills of management can be grouped into which of the following three categories?
   a) Technical, interpersonal, and informational
   b) Technical, human, and conceptual
   c) Interpersonal, decisional, and informational
   d) Organizing, planning, and leading
   e) Leading, decisional, and human

Ans: b
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

102.   According to Robert Katz, all of the following statements are correct EXCEPT that the:
   a) technical skills are considered important for supervisors and team leaders who must deal with job-specific problems.
   b) conceptual skills are important for senior executives who deal with organizational purpose, mission and strategy issues.
   c) technical skills are equally important for both entry and senior level management positions.
   d) conceptual skills are important for senior executives who must deal with broad, ambiguous and long-term decisions.
   e) human skills are consistently important across all managerial levels.

Ans: c
Page: 13
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

103.   A manager who is using spreadsheet software to prepare a departmental budget is using which managerial skill according to Katz?
   a) Supervisory
   b) Conceptual
   c) Creative
   d) Technical
   e) Human

Ans: d
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

104.   In trying to work out an acceptable solution to a problem, managers who rely on their understanding of other people and who empathize with others' feelings are using which managerial skill according to Katz?
   a) Supervisory
   b) Conceptual
   c) Creative
   d) Technical
   e) Human

Ans: e
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

105.   Important dimensions of emotional intelligence include all of the following human skills EXCEPT:
        a) self-awareness.
        b) self-regulation.
        c) technical skill.
        d) empathy.
        e) social skill.

Ans: c
Page: 14
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

106.   Which managerial skill involves the capacity to analyze and solve complex and interrelated problems?
        a) Supervisory
        b) Conceptual
        c) Creative
        d) Technical
        e) Human

Ans: b
Page: 14
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

107.   A manager who thinks critically and analytically when developing an organizational strategy for dealing with a highly competitive global environment is using which managerial skill?

      a) Supervisory
      b) Conceptual
      c) Creative
      d) Technical
      e) Human

Ans: b
Page: 14
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

108. Of the following, which refers to a capacity to get things done due to relationships with other people?
      a) Social capital
      b) Value chain
      c) Task performance
      d) Workforce diversity
      e) Open systems

Ans: a
Page: 14
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

109. According to Archie Carroll, if a manager doesn't subscribe to any ethical decision-making principles and acts in any situation to simply take personal advantage, he or she would be classified as a(n):
      a) moral manager.
      b) amoral manager.
      c) immoral manager.
      d) ombudsman manager.
      e) opportunistic manager.

Ans: c
Page: 16
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

110.   The ethics center of gravity can be moved positively in a virtuous shift with:
        a) emotionally intelligent leadership.
        b) immoral leadership.
        c) amoral leadership.
        d) moral leadership.
        e) philanthropic leadership.

Ans: d
Page: 17
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

111.   According to Archie B. Carroll, the majority of managers are:
        a) immoral.
        b) amoral.
        c) moral.
        d) mindful.
        e) none of the above.

Ans: b
Page: 17
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

112.   Which of the following is an enduring change of behavior that results from experience?
        a) Learning
        b) Managerial sense-making
        c) Organizational tracking
        d) Lifelong careers
        e) Managerial scholarship

Ans: a
Page: 18
Level: Medium
Learning Objective 4: Recognize how we learn about organizational behavior.

Reference: Learning about Organizational Behavior

113.   Initial experience of the experiential learning cycle in an organizational behavior course, focuses on:
   a) personal experiences, the classroom as an organization, in-class exercises and simulations, group project assignments, and cases.
   b) personal thoughts, class discussions, informal discussions, readings, lectures, and written assignments.
   c) personal experiences, personal thoughts, personal theories, and trying new personal behaviors.
   d) theories in readings, theories from lectures, personal theories, and theories from other sources.
   e) trying new behaviors in work experiences, class experiences, and everyday experiences.

Ans: a
Page: 18
Level: Hard
Learning Objective 4: Recognize how we learn about organizational behavior.
Reference: Learning about Organizational Behavior

Short answer

114.   What is the study of human behavior in organizations called?

Ans: Organization behavior
Page: 4
Level: Easy
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

115.   As job satisfaction increases, absenteeism tends to do what?

Ans: Decrease
Page: 5
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

116.   When organizational behavior researchers collect data in real-life organizational settings, what research method is being used?

Ans: Field studies
Page: 6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

117.   When organizational behavior researchers collect data in simulated and controlled settings, what research method is being used?

Ans: Laboratory studies
Page: 6
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

118.   Rather than assuming that there is one "best" or universal way to manage people in organizations, what approach do researchers use to try to identify how different situations can be best understood and handled?

Ans: Contingency thinking
Page: 5-6
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

119.   What is evidence-based management?

Ans: Evidence-based management uses hard facts and empirical evidence to make decisions.
Level: Medium
Learning Objective 1: Explain what organizational behavior is and why it is important.
Page: 6
Reference: Introducing Organizational Behavior

120.   Who are the people, groups, and institutions that are affected by and thus have an interest in an organization's performance?

Ans: Stakeholders
Page: 10
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

121.   What is organizational culture?

Ans: Shared beliefs and values that influence the behavior of organizational members
Page: 9
Level: Medium
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

122.   What is workforce diversity?

Ans: The presence of differences based on gender, race and ethnicity, age, able-bodiedness, and sexual orientation in a business organization.
Page: 11
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

123.   By the year 2060, which demographic group will comprise nearly 30% of the US population?

Ans: Hispanic
Page: 11
Level: Hard
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

124.   What is a key element in any organization that embraces multiculturalism?

Ans: Inclusion
Page: 11
Level: Hard
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

125.   What are the two key outcomes on which an effective manager will focus?

Ans: Task performance and job satisfaction
Page: 11
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

126.   Who is a manager?

Ans: A person who supports the work efforts of other people
Page: 11
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

127.   What are the four basic functions of management?

Ans: Planning; organizing; leading; controlling
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

128.   Defining goals, setting performance objectives, and identifying action steps for accomplishing them describes which management function?

Ans: Planning
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

129.   What is the process of creating work structures and systems, and arranging resources to accomplish goals and objectives?

Ans: Organizing
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

130.   Describe the managerial function of leading.

Ans: Instilling enthusiasm by communicating with others, motivating them to work hard, and maintaining good interpersonal skills is the managerial activity of leading.
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

131.   Which managerial function concerns itself with ensuring that things go well by monitoring performance and taking corrective action as necessary?

Ans: Controlling
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

132.   According to Henry Mintzberg, what are the managerial roles that involve working directly with other people?

Ans: Interpersonal roles
Page: 12
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

133.   According to Henry Mintzberg, what are the managerial roles that involve the exchange of information with other people?

Ans: Informational roles
Page: 12
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

134.   According to Robert Katz, what are the three categories of managerial skills?

Ans: Technical; human; conceptual
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

135.   According to Robert Katz, what is an ability to perform specialized tasks?

Ans: A technical skill
Page: 13
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

136.   According to Katz, in trying to work out an acceptable solution to a problem, managers who rely on their understanding of other people and who empathize with others' feelings are using which managerial skill?

Ans: Human
Page: 13
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

137.   According to Daniel Goleman, what is the ability to understand and deal with emotions?

Ans: Emotional intelligence
Page: 13
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

138.   A management team that thinks critically and analytically when developing an organizational strategy for dealing with a highly competitive global environment is using which managerial skill?

Ans: Conceptual
Page: 14
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

139.   What is the ability to understand the emotions of others called as?

Ans: Empathy
Page: 14
Level: Easy
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.

Reference: Management and Leadership

Essay

140.   Identify the trends that are affecting organizational behavior and explain why these trends are occurring.

Suggested Answer: Seven trends are currently affecting organizational behavior. These trends and the reasons why they are occurring are described as follows:
(a) commitment to ethical behavior — there is a growing intolerance of breaches of public faith by organizations and those who run them, and a growing concern for ethical behavior in the workplace; (b) broader views of leadership — new pressures and demands mean organizations can no longer rely on just managers for leadership; (c) emphasis on human capital and teamwork— success is earned through knowledge, experience, and commitments to people as valuable human assets; (d) demise of "command-and-control" — traditional hierarchical structures, which are proving incapable of handling new environmental pressures and demands, are being replaced by flexible structures and participatory work settings; (e) influence of information technologies — as computers increasingly penetrate all aspects of the workplace, implications for workflows, work processes, and organizational systems are far reaching; (f) respect for new workforce expectations — the new generation of workers is less tolerant of hierarchy, more informal, and less concerned about status; organizations are paying more attention to how members balance the demands and priorities of work and personal affairs; and (g) changing concept of careers — more employers are using offshoring and outsourcing of jobs and more individuals are working as independent contractors rather than as traditional full-time employees (h) concern for sustainability – managers and organization members are thinking more about decision making and goal setting in organizations paying attention to the environment, climate justice and preservation of resources.

Page: 8
Level: Hard
Learning Objective 1: Explain what organizational behavior is and why it is important.
Reference: Introducing Organizational Behavior

141.   Define the term workforce diversity. Why is workforce diversity an important issue for contemporary organizations?

Suggested Answer: Workforce diversity is the presence of differences in a firm's employees based on gender, race and ethnicity, age, able-bodiedness, and sexual orientation. Workforce diversity is an important issue for contemporary organizations because success in the workplace increasingly requires a set of skills for working successfully with a broad mix of people from

different racial and ethnic backgrounds, of different ages and genders, and of different domestic and national cultures.
Page: 10-11
Level: Easy
Learning Objective 2: Describe organizational behavior in context, organizational environments and shareholders, and diversity and multiculturalism.
Reference: Organizations as Work Settings

142.   Briefly describe each of the four functions of management. Describe Mintzberg's managerial roles and explain how they are helpful in performing the four functions of management.

Suggested Answer: The four functions of management are planning, organizing, leading, and controlling. Planning is the process of setting objectives and determining what actions should be taken to accomplish them. Organizing is the process of assigning tasks, allocating resources, and arranging and coordinating the activities of individuals and groups to implement plans. Leading is the process of arousing people's enthusiasm to work hard and directing their efforts to fulfill plans and accomplish objectives. Controlling is the process of measuring work performance, comparing results to objectives, and taking corrective action as needed. Mintzberg's managerial roles include the following:
(a) interpersonal roles (figurehead, leader, and liaison) involve interactions with people inside and outside the work unit; (b) informational roles (monitor, disseminator, and spokesperson) involve giving, receiving, and analyzing information; and (c) decisional roles (entrepreneur, disturbance handler, resource allocator, and negotiator) involve using information to make decisions, solve problems, or address opportunities. While all ten managerial roles might be used at one time or another in performing each of the four functions of management, many of them are more likely to be used in carrying out certain managerial functions. The entrepreneurial role, for instance, is closely linked to the managerial function of planning. In this role, direction is being set for the organization. The liaison, disseminator, and resource allocator roles are closely associated with organizing. The figurehead, leader, and spokesperson roles are closely aligned with leading. The monitor role is related primarily to controlling.
Page: 12-13
Level: Hard
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

143.   Human skills such as emotional intelligence are indispensable in the new age of organizations. Identify and define five important dimensions of emotional intelligence that can and should be developed by any manager today.

Suggested Answer: Self-awareness is the ability to understand one's own moods and emotions.

Self-regulation is the ability to think before acting and control bad impulses.
Motivation is the ability to work hard and persevere.
Empathy is the ability to understand the emotions of others.
Social skill is the ability to gain rapport with others and build good relationships.
Page: 14
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

144.   When it comes to ethics and morality, Archie Carroll draws a distinction between managers. Identify and briefly explain the three managerial categories defined by Carroll.

Suggested Answer: The immoral manager does not subscribe to any ethical principles, but instead makes decisions and acts to stake best personal advantage of a situation.
The amoral manager, by contracts, fails to consider the ethics of a decision or behavior. This manager acts unethically at time, but unintentionally.
The moral manager is one who incorporates ethics principles and goals into his or her personal behavior. For this manager, ethical behavior is a goal, a standard, and even a matter of routine.
Page: 16-17
Level: Medium
Learning Objective 3: Define managerial activities, leadership in organizations, and ethical leadership.
Reference: Management and Leadership

145.   Why is learning about organizational behavior important?

Suggested Answer: Learning about organizational behavior is important because it directly benefits you. It helps you to understand how to work more effectively and be more influential in work situations. Today's knowledge-based world places a great premium on learning. Only the learners, so to speak, will be able to keep the pace and succeed in a high-tech, global, and constantly changing environment.
Page: 17
Level: Easy
Learning Objective 4: Recognize how we learn about organizational behavior.
Reference: Learning about Organizational Behavior