Chapter 1 What Is Organizational Behavior?

MULTIPLE CHOICE

Importance of Interpersonal Skills

1.   Over the past two decades, business schools have added required courses on people skills to many of their curricula. Why have they done this?
        a. Managers no longer need technical skills in subjects such as economics and accounting to succeed.
        b. There is an increased emphasis in controlling employee behavior in the workplace.
        c. Managers need to understand human behavior if they are to be effective.
        d. These skills enable managers to effectively lead human resources departments.
        e. A manager with good people skills can help create a pleasant workplace.
(c; Moderate; Interpersonal Skills; p. 4) {AACSB: Analytic Skills}

2.   Which of the following is most likely to be a belief held by a successful manager?
        a. Technical knowledge is all that is needed for success.
        b. It is not essential to have sound interpersonal skills.
        c. Technical skills are necessary, but insufficient alone for success.
        d. Effectiveness is not impacted by human behavior.
        e. Technical skills do not influence efficiency.
(c; Easy; Interpersonal Skills; p. 5) {AACSB: Analytic Skills}

What Managers Do

3.   Which of the following would not be considered an organization?
        a. a church
        b. a university
        c. a military unit
        d. all adults in a given community
        e. an elementary school
(d; Moderate; Organization; p. 6) {AACSB: Analytic Skills}

4.   Which of the following is best defined as a consciously coordinated social unit, composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of goals?
        a. party
        b. unit
        c. team
        d. community
        e. organization
(e; Easy; Organization; p. 6)

5.   Which of the following is least likely to be considered a manager?
        a. an administrator in charge of fund-raising activities in a non-profit organization
        b. a lieutenant leading an infantry platoon
        c. a doctor who acts as head of the physiotherapy department at a public hospital
        d. the mayor of a large city
        e. an IT technician who enables communication between all of a company's employees
(e; Challenging; Managers; p. 6) {AACSB: Analytic Skills}

6. Which of the following is not one of the four primary management functions?
    a. controlling
    b. planning
    c. staffing
    d. organizing
    e. leading
(c; Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

7. Which of a manager's primary roles requires the manager to define an organization's goals, establish an overall strategy for achieving these goals and develop a comprehensive hierarchy of plans to integrate and coordinate activities?
    a. controlling
    b. planning
    c. staffing
    d. coordinating
    e. leading
(b; Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

8. Determining how tasks are to be grouped is part of which management function?
    a. planning
    b. leading
    c. controlling
    d. organizing
    e. contemplating
(d; Easy; Management Functions; p. 6) {AACSB: Analytic Skills}

9. Mintzberg concluded that managers perform 10 different, highly interrelated roles. Which of the following is one of the broad categories into which these roles could be grouped?
    a. intrapersonal
    b. institutional
    c. decisional
    d. affective
    e. reflective
(c; Moderate; Management Roles; p. 7) {AACSB: Analytic Skills}

10. As a manager, one of Joe's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Joe acting in when he does this?
    a. leadership role
    b. liaison role
    c. monitor role
    d. figurehead role
    e. spokesperson role
(d; Challenging; Interpersonal Roles; p. 7) {AACSB: Analytic Skills}

11. According to Mintzberg, one of management's interpersonal roles is _____.
    a. spokesperson
    b. leader
    c. negotiator
    d. monitor
    e. devil's advocate
(b; Moderate; Interpersonal Roles; p. 7) {AACSB: Analytic Skills}

12. According to Mintzberg, when a manager searches the organization and its environment for opportunities and initiates projects to bring about change, the manager is acting in which role?
    a. negotiator
    b. entrepreneur
    c. monitor
    d. resource allocator
    e. reflective analyst
(b; Challenging; Decisional Roles; p. 7) {AACSB: Analytic Skills}

13. Robert Katz identified three essential skills that managers need to have in order to reach their goals. What are these skills?
    a. technical, decisional and interpersonal
    b. technical, human, and conceptual
    c. interpersonal, informational and decisional
    d. conceptual, communication and networking
    e. human, informational and communication
(b; Moderate; Management Skills; p. 8) {AACSB: Analytic Skills}

14. A manager is valued by her colleagues for her ability to perform effective break-even analysis on upcoming ventures. In this case, her colleagues value her for competencies that fall within which of Katz's essential management skills categories?
    a. technical
    b. communication
    c. human
    d. conceptual
    e. education
(a; Moderate; Technical Skills; p. 8) {AACSB: Analytic Skills}

15. According to Katz, technical skills encompass the ability to _____.
    a. analyze and diagnose complex situations
    b. exchange information and control complex situations
    c. apply specialized knowledge or expertise
    d. initiate and oversee complex projects
    e. communicate effectively with others
(c; Challenging; Technical Skills; p. 8)

16. Which one of the following would not be considered a human skill in Katz's structure?
    a. decision making.
    b. communicating
    c. resolving conflicts
    d. working as part of a team
    e. listening to others
(a; Easy; Human Skills; p. 8) {AACSB: Analytic Skills}

17. According to Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess _____ skills.
    a. technical
    b. leadership
    c. problem-solving
    d. conceptual
    e. reactive
(d; Moderate; Conceptual Skills; p. 8) {AACSB: Analytic Skills}

18. According to Fred Luthans and his associates, which of the following is considered a part of traditional management?
    a. disciplining
    b. decision making
    c. exchanging routine information
    d. acquiring resources
    e. investing

(b; Moderate; Traditional Management; p. 8) {AACSB: Analytic Skills}

19. Which of Luthans' managerial activities involves socializing, politicking, and interacting with outsiders?
    a. traditional management
    b. communicating
    c. human resource management
    d. networking
    e. investing

(d; Easy; Networking; p. 9)

20. How does Luthans define a manager's success?
    a. by the quantity and quality of their performance
    b. by the satisfaction and commitment of their employees
    c. by the rate and quantity of pay raises
    d. by the speed of their promotion
    e. by their scores on a 360-degree feedback analysis

(d; Moderate; Successful Managerial Activities; p. 9)
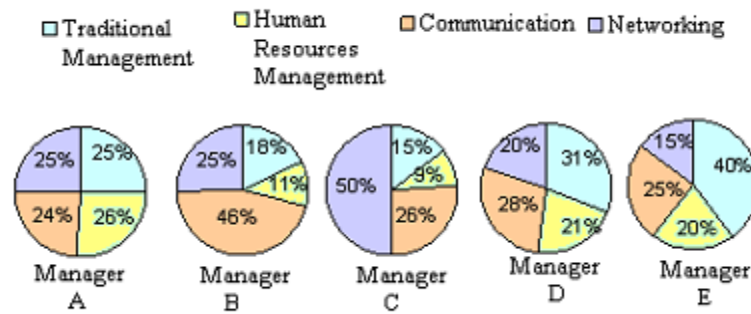
21. According to Luthans' research, successful managers spent more of their time on _____ than on any other activity.
    a. traditional management
    b. human resource management
    c. networking
    d. communicating
    e. hiring and firing

(c; Moderate; Networking; p. 9)

22. What did a study of U.S. managers indicate about those managers who seek information from colleagues and employees?
    a. They are rapidly promoted.
    b. They are generally more popular.
    c. They are less efficient as leaders.
    d. They are generally given fewer promotions, raises and other rewards.
    e. They are generally more effective managers.

(e; Moderate; Effective Managerial Activities; p. 9) {AACSB: Communication}

ALLOCATION OF ACTIVITIES BY TIME FOR FIVE MANAGERS

□ Traditional Management   □ Human Resources Management   □ Communication   □ Networking

Manager A | Manager B | Manager C | Manager D | Manager E

23.   The pie charts above show how 5 different managers spent their time. According to Luthans' research, which manager is most likely to receive more promotions and other rewards associated with career success?
        a. Manager A
        b. Manager B
        c. Manager C
        d. Manager D
        e. Manager E
(c; Moderate; Successful Managerial Activities; p. 9) {AACSB: Analytic Skills}

24.   While the Functions, Roles, Skills, and Activities approaches to management all differ, they all recognize that effective and successful managers must develop which of the following?
        a. people skills
        b. technical skills
        c. efficiency
        d. entrepreneurialism
        e. ability to network
(a; Moderate; Manager's Job; p. 10)

Enter Organizational Behavior

25.   An OB study would be least likely to be used to focus on which of the following problems?
        a. an increase in absenteeism at a certain company
        b. a fall in productivity in one shift of a manufacturing plant
        c. a decrease in sales due to growing foreign competition
        d. an increase in theft by employees at a retail store
        e. excessive turnover in volunteer workers at a non-profit organization
(c; Moderate; Organizational Behavior; p. 10) {AACSB: Analytic Skills}

26.   What are the three primary determinants of behavior that organizational behavior focuses upon?
        a. profit structure, organizational complexity, job satisfaction
        b. individuals, profit structure, and job satisfaction
        c. individuals, groups, and job satisfaction
        d. groups, structure, and profit structure
        e. individuals, groups, and structure
(e; Challenging; Organizational Behavior; p. 10) {AACSB: Analytic Skills}

27.　　　_____ is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness.
   a. Organizational development
   b. Human Resources Management
   c. Organizational behavior
   d. People management
   e. Corporate strategy

(c; Easy; Organizational Behavior; p. 10)

28.　　Which of the following is not a core topic of organizational behavior?
   a. motivation
   b. attitude development
   c. conflict
   d. resource allocation
   e. work design

(d; Moderate; Organizational Behavior; p. 11) {AACSB: Analytic Skills}

Complementing Intuition with Systematic Study

29.　　In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?
   a. common sense
   b. direct observation
   c. systematic inquiry
   d. speculation
   e. organizational theory

(c; Moderate; Systematic Study; p. 11)

30.　　Which of the following is a reason that the study of organizational behavior is useful?
   a. Human behavior does not vary a great deal between individuals and situations.
   b. Human behavior is not random.
   c. Human behavior is not consistent.
   d. Human behavior is rarely predictable.
   e. Human behavior is often not sensible.

(b; Easy; Systematic Study; p. 11) {AACSB: Analytic Skills}

31.　　What approach involves managers centering their decisions on the best available scientific data?
   a. intuition
   b. organizational behavioral studies
   c. substantive evidence approach
   d. preconceived notions
   e. evidence based management

(e; Easy; Evidence Based Management; p. 11)

32.　　What do the fundamental consistencies underlying the behavior of all individuals enable researchers to do?
   a. observe human behavior
   b. systematize human behavior
   c. research human behavior
   d. predict human behavior
   e. detect human behavior

(d; Moderate; Systematic Study; p. 11)

33.   Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.
       a. organizational
       b. intuitive
       c. theoretical
       d. systematic
       e. case-based
(d; Moderate; Systematic Study; p. 11)

34.   What do the authors of the textbook advise?
       a. disregard your intuition because it's usually wrong and will lead to incorrect assumptions
       b. use evidence as much as possible to inform your intuition and experience
       c. rely on research since it is almost always right and researchers don't make mistakes
       d. make predictions of individuals' behaviors based on others' actions
       e. don't trust preconceived notions unless you have substantive evidence to back them up
(b; Moderate; Systematic Study; p. 13)

Disciplines That Contribute to the OB Field

35.   Organizational behavior is constructed from all of the following disciplines <u>except</u> _____.
       a. physics
       b. psychology
       c. anthropology
       d. sociology
       e. social psychology
(a; Easy; Behavioral Sciences; p. 13) {AACSB: Analytic Skills}

36.   Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?
       a. the level of the group
       b. the level of the individual
       c. the level of the organization
       d. the level of the culture
       e. the level of interacting groups
(b; Moderate; Psychology; p. 13)

37.   Which behavioral science discipline is <u>most</u> focused on understanding individual behavior?
       a. sociology
       b. social psychology
       c. psychology
       d. anthropology
       e. organizational behavior
(c; Easy; Psychology; p. 13)

38.   The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals is known as _____.
       a. psychiatry
       b. psychology
       c. sociology
       d. political science
       e. organizational behavior
(b; Moderate; Psychology; p. 13) {AACSB: Analytic Skills}

39.	_____ blends concepts from psychology and sociology.
	a.	Corporate strategy
	b.	Anthropology
	c.	Political science.
	d.	Social psychology
	e.	Archaeology
(d; Easy; Social Psychology; p. 14) {AACSB: Analytic Skills}

40.	The science that focuses on the influence people have on one another is _____.
	a.	psychology
	b.	anthropology
	c.	political science
	d.	social psychology
	e.	archaeology
(d; Moderate; Social Psychology; p. 14) {AACSB: Analytic Skills}

41.	Group behavior, power, and conflict are central areas of study for _____.
	a.	archaeologists
	b.	sociologists
	c.	anthropologists
	d.	social psychologists
	e.	operations analysts
(d; Moderate; Social Psychology; p. 14) {AACSB: Analytic Skills}

42.	_____ focuses on the study of people in relation to their social environment.
	a.	Psychology
	b.	Sociology
	c.	Corporate strategy
	d.	Political science
	e.	Operations management
(b; Moderate; Sociology; p. 15) {AACSB: Analytic Skills}

43.	Significant contributions to OB in the study of group behavior in organizations have been made by _____.
	a.	psychologists
	b.	sociologists
	c.	anthropologists
	d.	political scientists
	e.	operations analysts
(b; Moderate; Sociology; p. 15) {AACSB: Analytic Skills}

44.	Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure?
	a.	psychology
	b.	operations management
	c.	corporate strategy
	d.	political science
	e.	sociology
(e; Moderate; Sociology; p. 15) {AACSB: Analytic Skills}

45. Which of the following fields has most helped us understand differences in fundamental values, attitudes, and behavior among people in different countries?
    a. anthropology
    b. psychology
    c. political science
    d. operations research
    e. psycholinguistics

(a; Challenging; Anthropology; p. 15) {AACSB: Analytic Skills}

46. The subject of organizational culture has been <u>most</u> influenced by which behavioral science discipline?
    a. anthropology
    b. psychology
    c. social psychology
    d. political science
    e. corporate strategy

(a; Moderate; Anthropology; p. 15) {AACSB: Analytic Skills}

There are Few Absolutes in OB

47. Which of the following statements best describes the current status of Observational Behavior concepts?
    a. They are based on universal truths.
    b. They can be used to predict human behavior only if the situation is clearly specified.
    c. There is general consensus among OB researchers and scholars on the simple concepts that underlie most human behavior.
    d. The cause-effect principles that tend to apply to all situations have been discovered.
    e. Cause and effect relationships for most human behaviors have been isolated.

(b; Easy; Observational Behavior; p. 16) {AACSB: Analytic Skills}

48. There are _____ simple and universal principles that explain organizational behavior.
    a. an infinity of
    b. absolutely no
    c. a confusing array of
    d. fourteen
    e. few if any

(e; Challenging; Observational Behavior; p. 16)

49. In order to predict human behavior with any degree of accuracy, what sort of variables must be taken into account?
    a. global
    b. general
    c. dependent
    d. non-reactive
    e. contingency

(e; Moderate; Contingency Variables; p. 16)

Challenges and Opportunities for OB

50. _____ is/are the number one reason that business travelers have cut back on their travel.
    a. Lower profits
    b. Shareholder interventions
    c. Greater communications technology
    d. Better accounting principles

e. Fear of terrorism
(e; Moderate; Responding to Globalization; p. 18)

51. Which of the following OB topics is <u>not</u> central to managing employees' fears about terrorism?
    a. emotion
    b. motivation
    c. communication
    d. leadership
    e. work design
(e; Easy; Responding to Globalization; p. 18)

5. Whereas _____ focuses on differences among people from different countries, _____ addresses differences among people within given countries.
    a. workforce diversity; globalization
    b. globalization; workforce diversity
    c. culture; diversity
    d. culturization; workforce diversity
    e. psychology; social psychology
(b; Challenging; Globalization and Workforce Diversity; p. 18) {AACSB: Analytic Skills} {AACSB: Multicultural and Diversity}

53. _____ is a measure of how organizations are becoming more heterogeneous in terms of gender, race, and ethnicity.
    a. Globalization
    b. Workforce diversity
    c. Affirmative action
    d. Organizational culture
    e. Operational homogeneity
(b; Easy; Workforce Diversity; p. 18) {AACSB: Multicultural and Diversity}

54. In what way does current thought on workplace diversity differ from the older "melting-pot" assumption?
    a. by recognizing that employees don't set aside their cultural values, lifestyle preferences, and differences when they come to work
    b. by realizing that people from diverse backgrounds will automatically begin to integrate into the larger workplace and community over time
    c. by taking active steps to minimize the effect of cultural values and lifestyle preference within the workplace
    d. by openly seeking a heterogeneous workplace and avoiding homogeneity wherever possible
    e. by using techniques such as structured workshops to show employees that behavior that is perfectly valid within their community may not be valid in the context of the workplace
(a; Moderate; Workforce Diversity; p. 19) {AACSB: Multicultural and Diversity}

55. In 2003, which group made up 46.7 percent of the U.S. labor force?
    a. people over the age of 65
    b. Latino/as
    c. African-Americans
    d. men
    e. women
(e; Moderate; Workforce Diversity; p. 20) {AACSB: Multicultural and Diversity}

56. What is the probable consequence of the fact that women significantly outnumber men on U.S. college campuses?
   a. Eventual parity in the number of men and women in the workforce.
   b. An increase in the number of technical positions filled by women.
   c. An increase in competition between men for professional and managerial jobs
   d. A steady increase in the number of technical, professional, and managerial positions
   e. A decrease in the competition for jobs in positions that have traditionally been filled by women.

(b; Moderate; Workforce Diversity; p. 20) {AACSB: Multicultural and Diversity}

57. Increasingly, we can expect that women will be hired into _____ positions.
   a. menial
   b. traditionally female
   c. medical (nurse)
   d. socially-oriented
   e. professional

(e; Easy; Workforce Diversity; p. 20) {AACSB: Multicultural and Diversity}

58. What was the most significant change in the U.S. labor force during the last half of the twentieth century?
   a. substantial decreases in the number of workers who are under 55
   b. increases in the percentage of U.S. citizens of Hispanic origin
   c. increasing numbers of African-Americans at all levels within the workforce
   d. the steady increase in the percentage of workers that are men
   e. the rapid increase in the percentage of workers that are women

(e; Challenging; Workforce Diversity; p. 20) {AACSB: Multicultural and Diversity}

59. Which of the following statements is not an implication of increased workplace diversity?
   a. Managers should recognize differences between workers.
   b. Diversity training should be provided.
   c. Employee benefits should be revamped to accommodate the different needs of different employees.
   d. It is critical that all workers be treated alike.
   e. Innovation and creativity in organizations is likely to increase.

(d; Challenging; Workforce Diversity; pp. 20-21) {AACSB: Multicultural and Diversity}

60. According to the textbook, when diversity is not managed properly, there is a potential for _____.
   a. higher creativity
   b. communication benefits
   c. labor cost inequities
   d. increased competitiveness
   e. higher turnover

(e; Moderate; Workforce Diversity; p. 21) {AACSB: Multicultural and Diversity}

61. According to management guru Tom Peters, almost all quality improvement comes from _____ of design, manufacturing, layout, processes, and procedures.
   a. modification
   b. stratification
   c. integration
   d. separation
   e. simplification

(e; Moderate; Quality Improvement; p. 21)

62.   Today's managers understand that the success of any effort at improving quality and productivity must include _____.
        a. process reengineering
        b. quality management programs
        c. customer service improvements
        d. employees
        e. manufacturing simplification
(d; Moderate; Quality Improvement; p. 21)

63.   The majority of employees today in developed countries work in _____.
        a. manufacturing jobs
        b. service jobs
        c. MNCs
        d. government agencies
        e. the military
(b; Moderate; Customer Service; p. 21)

64.   Approximately _____ % of the U.S. labor force is employed in service industries.
        a. 10
        b. 25
        c. 40
        d. 60
        e. 80
(e; Challenging; Customer Service; p. 21)

65.   Service industry jobs include all of the following except _____.
        a. fast good counter worker
        b. sales clerk
        c. waiter
        d. nurse
        e. production line worker
(e; Easy; p. Customer Service; p. 21) {AACSB: Analytic Skills}

66.   Which of the following factors makes it imperative that organizations be fast and flexible?
        a. temporariness
        b. corporate excess
        c. truncated capacity
        d. advances in corporate strategy
        e. globalization
(e; Moderate; Temporariness; p. 23)

67.   Given the climate of "temporariness" in modern organizations, employees must _____.
        a. continually update their knowledge and skills
        b. be prepared to stay in the same position for longer periods of time
        c. make closer connections to their peers
        d. foster friendship within the work environment
        e. limit their mobility if they hope to compete
(a; Easy; Temporariness; p. 23)

68. Which of the following is the major challenge to managers in a fully networked organization?
    a. eliminating the need for paper communication by relying entirely on email, file transfers and the like
    b. retaining team members who can easily move to another employer when demand for their services changes
    c. managing contract and temporary workers
    d. maintaining a "virtual office" through the use of computers, interoffice networks and the Internet
    e. managing people who work together but are geographically separated
(e; Easy; Networked Organizations; pp. 23-24)

69. _____ allow(s) people to communicate and work together even though they may be thousands of miles apart.
    a. Flexible cubicles
    b. Stratified work environments
    c. Cyber-empowerment machines
    d. widespread use of computers
    e. Networked organizations
(e; Easy; Networked Organizations; p. 23)

70. Which of the following has not contributed to blurring the lines between employees' work life and personal life?
    a. the creation of global organizations
    b. communications technology allowing employees to work any time and from any place
    c. organizations asking employees to put in longer hours
    d. creation of flexible teams
    e. the increase in dual career households
(d; Moderate; Balance Work-Life Conflicts; p. 24) {AACSB: Analytic Skills}

71. What growth area in OB research concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential?
    a. positive organizational scholarship
    b. ethical behavioral research
    c. balancing work-life conflict
    d. networked organizational research
    e. temporariness studies
(a; Moderate; Positive Organizational Scholarship; p. 25)

72. Situations where an individual is required to define right and wrong conduct are termed _____.
    a. diversity issues
    b. human resource problems
    c. ethical dilemmas
    d. loyalty situations
    e. social puzzles
(c; Easy; Ethical Dilemmas; p. 26)

Coming Attractions: Developing an OB Model

73. A model is a(n) _____.
    a. abstraction of reality
    b. someone held in high esteem
    c. independent variable
    d. real-world scenario

e. dependent variable

(a; Moderate; Model; p. 26)

74. Which of the following has only recently been considered a primary dependent variable in organizational behavior?
   a. productivity
   b. absenteeism
   c. turnover
   d. job satisfaction
   e. organizational citizenship behavior

(e; Challenging; Dependent Variables; p. 27) {AACSB: Analytic Skills}

75. At its root, productivity involves concern for both _____.
   a. dependence and independence
   b. diversity and homogeneity
   c. motivation and distraction
   d. absenteeism and motivation
   e. effectiveness and efficiency

(e; Moderate; Productivity; p. 27) {AACSB: Analytic Skills}

76. Which of the following is an example of being an efficient company?
   a. operating at the lowest possible cost while yielding a higher output
   b. creating the highest customer satisfaction ratings
   c. meeting the production schedule
   d. obtaining the highest market share
   e. maximizing diversity at high cost

(a; Challenging; Productivity; p. 27) {AACSB: Analytic Skills}

77. Why did Sears try to improve the employee-customer interaction through training of its employees?
   a. to generate additional revenue
   b. to decrease merchandise returns
   c. to improve repeat customer business.
   d. to increase job satisfaction
   e. to lower complaints made about employee behavior

(a; Moderate; Productivity; p. 28)

78. What term is used to describe voluntary and involuntary permanent withdrawal from an organization?
   a. absenteeism
   b. turnover
   c. downsizing
   d. truancy
   e. social atrophy

(b; Easy; Turnover; p. 29)

79. _____ is discretionary behavior that is not part of an employee's formal job requirement, but that promotes the effective functioning of the organization.
   a. Productivity
   b. Motivation
   c. Organizational citizenship
   d. Organizational behavior
   e. Corporate strategy

(c; Moderate; Organizational Citizenship; p. 30)

80.   Individual-level independent variables include all of the following except _____.
      a. leadership
      b. learning
      c. perception
      d. motivation
      e. decision-making
(a; Moderate; Individual-Level Variables; p. 31) {AACSB: Analytic Skills}

TRUE/FALSE

Importance of Interpersonal Skills

81.   Although managers must be technically competent, technical knowledge is often not enough for success.
(True; Moderate; Interpersonal Skills; p. 5)

What Managers Do

82.   Managers get things done through other people.
(True; Easy; Managers; p. 6)

83.   The term "organization", as used in your textbook, is meant to include business firms and non-profits, but exclude government agencies.
(False; Easy; Organization; p. 6)

84.   Managers may be referred to as administrators in not-for-profit organizations.
(True; Moderate; Managers; p. 6)

85.   Henri Fayol identified five management functions: planning, organizing, commanding, coordinating, and controlling.
(True; Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

86.   Modern theorists have condensed Fayol's five management functions down to four: planning, organizing, commanding, and controlling.
(False; Moderate; Management Functions; p. 6)

87.   The controlling function of management includes the determination of what tasks are to be done.
(False; Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

88.   Monitoring, comparing, and correcting activities are all included in the controlling function.
(True; Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

89.   The role of spokesperson is an example of an informational role.
(True; Easy; Informational Roles; pp. 7-8) {AACSB: Analytic Skills}

90.   As resource allocators, managers are responsible for allocating human, physical, and monetary resources.
(True; Moderate; Decisional Roles; p. 7) {AACSB: Analytic Skills}

91.   When managers initiate and oversee new projects that will improve their organization's performance, they are acting in the capacity of an entrepreneur, which is an example of an informational role.
(False; Moderate; Decisional Roles; p. 7) {AACSB: Analytic Skills}

92.   Robert Katz identified three essential management skills: technical, human, and conceptual.
(True; Moderate; Management Skills; p. 8) {AACSB: Analytic Skills}

93.   According to Fred Luthans and his associates, those managers who are most effective will spend a greater proportion of their time networking than those managers who are considered most successful.
(False; Challenging; Networking; p. 9)

94.   Research conducted by Luthans supports the belief that promotions are based on performance.
(False; Moderate; Successful Managerial Activities; p. 9)

95.   Luthans' research indicates that among effective managers, communication made the largest relative contribution and networking the least.
(True; Challenging; Effective Managerial Activities; p. 9)

96.   According to your textbook, managers need to develop their people skills if they are going to be effective and successful.
(True; Moderate; Manager's Job; p. 10)

Enter Organizational Behavior

97.   Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on productivity within organizations, for the purpose of applying such knowledge toward defining an organization's objectives.
(False; Moderate; Organizational Behavior; p. 10)

Complementing Intuition with Systematic Study

98.   Many people's views on human behavior are based on intuition.
(True; Easy; Intuition; p. 11)

99.   It is the inconsistencies in behavior that make prediction possible.
(False; Moderate; Systematic Study; p. 11)

100.   Behavior is generally predictable, and the systematic study of behavior is a means to making reasonably accurate predictions.
(True; Moderate; Systematic Study; p. 11)

101.   Intuition comes from "gut feelings" about the state of some phenomenon of interest.
(True; Easy; Intuition; p. 12)

102.   People overestimate the accuracy of what they think they know.
(True; Moderate; Systematic Study; p. 12)

Disciplines That Contribute to the OB Field

103.   Learning, perception, and personality are OB topics whose contributions have generally come from psychiatry.
(False; Moderate; Behavioral Sciences; p. 13)

104.   What psychology is to the group, sociology is to the individual.
(False; Moderate; Behavioral Sciences; pp. 13-15) {AACSB: Analytic Skills}

105. Social psychology is an area within psychology, blending concepts from both psychology and socialism.
(False; Moderate; Social Psychology; p. 14)

106. Conflict and power have been major topics of concern to social psychologists.
(True; Easy; Social Psychology; p. 14)

107. Anthropology has helped us understand differences in values and attitudes between people in different countries.
(True; Moderate; Anthropology; p. 15)

There are Few Absolutes in OB

108. There are many universal principles that explain organizational behavior.
(False; Easy; Observational Behavior; p. 16)

109. OB researchers cannot offer reasonably accurate explanations of human behavior since people act very differently in similar situations.
(False; Moderate; Observational Behavior; p. 16)

Challenges and Opportunities for OB

110. As the world has becomes more global, managers have to become capable of working with people from different cultures.
(True; Moderate; Globalization; p. 18) {AACSB: Multicultural and Diversity}

111. Workforce diversity is a topic dealing with how organizations are becoming more homogeneous in terms of gender, race, and ethnicity.
(False; Moderate; Workforce Diversity; p. 18) {AACSB: Multicultural and Diversity}

112. People must set aside their cultural values and differences when they come to work.
(False; Moderate; Workforce Diversity; p. 19) {AACSB: Multicultural and Diversity}

113. Forty percent of the U.S. labor force is female.
(False; Challenging; Workforce Diversity; p. 20) {AACSB: Multicultural and Diversity}

114. Diversity, if positively managed, can increase creativity and innovation in organizations.
(True; Easy; Workforce Diversity; p. 20) {AACSB: Multicultural and Diversity}

115. OB is concerned with creating stable and predictable organizations.
(False; Challenging; Temporariness; p. 23)

116. Today's managers and employees must learn to cope with temporariness – learning to live with flexibility, spontaneity, and unpredictability.
(True; Moderate; Temporariness; p. 23)

117. There's an increasing blurring between the work and nonwork time.
(True; Moderate; Balance Work-Life Conflict; p. 24)

Coming Attractions: Developing an OB Model

118. Organizational behavior models generally assume job satisfaction to be an independent variable.
(False; Moderate; OB Model; pp. 27-28)

119.   There are three levels of analysis in OB, and as we move from the individual level to the national level to the global level, we add systematically to our understanding.
(False; Challenging; OB Model; p. 27) {AACSB: Analytic Skills}

120.   The key factors you want to predict in a model are termed independent variables.
(False; Moderate; Dependent and Independent Variables; p. 27 & 31) {AACSB: Analytic Skills}

121.   Typical dependent variables in organizational behavior are productivity, absenteeism, and job satisfaction.
(True; Moderate; Dependent Variables; p. 27) {AACSB: Analytic Skills}

122.   An organization is productive if it achieves its goals and does so by transferring inputs to outputs at the lowest cost.
(True; Moderate; Productivity; p. 27)

123.   A conservative estimate of the cost of recruiting, selecting, and training a programmer is about $25,000.
(False; Challenging; Turnover; p. 29)

124.   Reasonable levels of employee-initiated turnover facilitate organizational flexibility and employee independence.
(True; Challenging; Turnover; p. 29)

125.   The difference between the amount of rewards workers receive and the amount they believe they should receive is termed job satisfaction.
(False; Moderate; Job Satisfaction; p. 31)

126.   Independent group-level variables studied in organizational behavior include perception, learning, and motivation.
(False; Moderate; Group-Level Variables; p. 31)

SCENARIO-BASED QUESTIONS

Application of What Managers Do

Imagine that Kristen McKay is a manager at a company specializing in bread and bread-baking paraphernalia. Kristen performs all the normal management functions outlined in your textbook. Answer the following questions based on Henri Fayol's work.

127.	When Ms. McKay develops a strategy for achieving her department's goals, she is performing	the_____ function of management.
	a. planning
	b. organizing
	c. leading
	d. controlling
	e. reacting
(a; Easy; Management Functions; p. 6) {AACSB: Analytic Skills}

128.	When Ms. McKay determines which employees will do what tasks, she is performing the _____ function of management.
	a. planning
	b. organizing
	c. leading
	d. controlling
	e. reacting
(b; Easy; Management Functions; p. 6) {AACSB: Analytic Skills}

129. When Ms. McKay motivates her employees and attempts to resolve conflicts among department members, she is performing the _____ function of management.
   a. planning
   b. organizing
   c. leading
   d. controlling
   e. reacting

(c; Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

130. When Ms. McKay compares projected sales to actual sales in her department, she is performing the _____ function of management.
   a. planning
   b. organizing
   c. leading
   d. controlling
   e. reacting

(d; Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

Application of Management Skills & Effective versus Successful Managerial Activities

Josef Nobles has been a manager at Mountain Chemicals for five years. Hired for his expertise in project accounting, he rose quickly through the ranks and is now the head of the accounting and finance department. Josef is viewed as the rising star in the organization by his superiors.

131. According to Katz, the skills that Mr. Nobles was hired for were what type of skill?
   a. human
   b. conceptual
   c. technical
   d. controlling
   e. directing

(c; Moderate; Technical Skills; p. 8) {AACSB: Analytic Skills}

132. Based on what little we know, we can conclude that according to Luthans, Mr. Nobles is probably best at the management activity of _____.
   a. networking
   b. communicating
   c. working with technology
   d. controlling
   e. directing

(a; Challenging; Networking; p. 9) {AACSB: Analytic Skills}

133. Given the information we have, Mr. Nobles would probably be categorized by Luthans as what type of manager?
   a. effective
   b. efficient
   c. successful
   d. productive
   e. type A

(c; Challenging; Successful Managerial Activities; p. 9)

Application of Contributing Disciplines to the OB Field

You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering.

134. The faculty member from _____ should furnish information about personality, learning, and motivation.
    a. sociology
    b. psychology
    c. anthropology
    d. political science
    e. industrial engineering
(b; Moderate; Psychology; p. 13) {AACSB: Analytic Skills}

135. Which professor out of this group would you expect to address issues of communication?
    a. the psychologist
    b. the anthropologist
    c. the political scientist
    d. the social psychologist
    e. the industrial engineer
(d; Moderate; Social Psychology; p. 14) {AACSB: Analytic Skills}

136. You should expect that the faculty member from _____ will probably contribute information about large scale group behavior.
    a. sociology
    b. psychology
    c. social psychology
    d. anthropology
    e. industrial engineering
(a; Moderate; Sociology; p. 15) {AACSB: Analytic Skills}

Application of Developing an OB Model

The manager at a construction site observes that he is spending a great deal of time interviewing prospective employees. This is due to the large amount of absenteeism and turnover among his skilled workers. On questioning exiting employees he discovers that many of them quit because they feel the workplace is too dangerous. In particular, several foremen have stated that the need to get the job done quickly is more important than a few rules, and have gone as far as to mock the courage of workers who question this attitude.

137. What is not a dependent variable that the manager wishes to explain in this case?
    a. turnover
    b. absenteeism
    c. time spent interviewing new hires
    d. deviant workplace behavior
    e. the skill level of his workers
(e; Moderate; Dependent Variables; p. 27) {AACSB: Analytic Skills}

138. What is the best way for the manager to control the deviant behavior of the foremen?
    a. ordering the foremen to conform with the required safety standards
    b. finding out why the foremen place a greater importance on finishing the job than in safety
    c. firing the foremen and promoting new foremen from the current pool of workers
    d. taking over the work of the foremen himself

e. instituting training classes for the foremen on the importance of safety
(b; Challenging; Deviant Workplace Behavior; p. 29) {AACSB: Analytic Skills}

139. Which of the following is an independent variable which is likely to be the root cause of the workplace deviant behavior the manager has observed?
    a. Foremen are paid significant bonuses if the workers they supervise complete their tasks quickly.
    b. Absenteeism is found to rise on those days when particularly hazardous work is being performed.
    c. Several of the foremen are close personal friends who have very similar attitudes to work and safety.
    d. The structure of the organization does not involve all workers in the decision making process.
    e. Penalties for ignoring safety standards are not heavy, amounting to the equivalent of only several hours' pay.
(a; Challenging; Independent Variables; pp. 29-30) {AACSB: Analytic Skills}

Application of Developing an OB Model

Allison and Gail both are studying for a final exam. Both have a goal of attaining a grade of 91 or better. Gail studied 6 hours and made a grade of 92. Allison studied for 9 hours and also made a grade of 92.

140. Which of the students was effective?
    a. only Gail
    b. only Allison
    c. neither Gail nor Allison
    d. both Gail and Allison
    e. insufficient information to judge
(d; Moderate; Effectiveness; p. 27) {AACSB: Analytic Skills}

141. Which of the following statements is true?
    a. Gail is more efficient than Allison.
    b. Allison is more efficient than Gail.
    c. Gail is more effective than Allison.
    d. Allison is more effective than Gail.
    e. Gail and Allison are equally efficient.
(a; Easy; Effectiveness and Efficiency; p. 27) {AACSB: Analytic Skills}

142. Which of the students was more productive?
    a. Gail
    b. Allison
    c. Neither Gail nor Allison were productive.
    d. It is impossible to tell from the information given.
    e. They were equally productive.
(a; Moderate; Productivity; p. 27) {AACSB: Analytic Skills}

SHORT DISCUSSION QUESTIONS

143. Discuss the four management functions defined by Henri Fayol as described in your text.

    The four management functions as condensed from Henri Fayol are planning, organizing, leading, and controlling. The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and

developing a comprehensive hierarchy of plans to integrate and coordinate activities. Organizing includes the determination of what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made. The leading function involves motivating employees, directing the activities of others, selecting the most effective communication channels, and resolving conflicts among members. Finally, controlling involves monitoring, comparing, and potential correcting to get the organization back on track. (Moderate; Management Functions; p. 6) {AACSB: Analytic Skills}

144. What were the three essential management skills identified by Robert Katz? Provide a short description of each skill.

Katz introduced the notion of technical, human, and conceptual skills as being core to management. Technical skills are defined by the ability to apply specialized knowledge or expertise. Human skills are defined by the ability to work with, understand, and motivate other people. Finally, conceptual skills are defined by the ability to analyze and diagnose complex situations. (Easy; Management Skills; p. 8) {AACSB: Analytic Skills}

145. Explain how Fred Luthans differentiates between successful and effective managers.

Luthans defined successful managers in terms of the speed of their promotions. Effective managers were defined in terms of the quantity and quality of their performance and the satisfaction and commitment of their employees. Different skills were associated with each group. Successful managers used more networking skills, whereas effective managers used more communication skills. (Easy; Effective Versus Successful Managers; p. 9) {AACSB: Analytic Skills}

146. What is the one common thread that runs through the functions, roles, skills, and activities approaches to management?

The common thread in all these approaches to management is the importance of managing people. It is clear that managers need to develop their people skills if they are going to be effective and successful. (Easy; Manager's Job; p. 10) {AACSB: Analytic Skills}

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

It is important to complement intuition with systematic study in our attempts to understand behavior within organizations in order to help uncover important facts and relationships. This will provide a base from which more accurate predictions of behavior can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic studies looks at relationships, attempting to attribute causes and effects, and base conclusions on scientific evidence. This process helps us to explain and predict behavior. (Easy; Systematic Study; pp. 11 to 12) {AACSB: Analytic Skills}

148. How have the fields of psychology and sociology contributed to our understanding of organizational behavior?

Psychology seeks to measure, explain, and change the behavior of humans. Contributions have been made by learning theorists, personality theorists, counseling

psychologists, and industrial and organizational psychologists. Contributions have been made in learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict. (Moderate; Behavioral Sciences; pp. 13 to 15) {AACSB: Analytic Skills}

149. Compare and contrast the fields of psychology, social psychology, and sociology.

These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on peoples' influence on one another. Thus it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology. (Easy; Behavioral Sciences; pp. 13-15) {AACSB: Analytic Skills}

150. How does globalization affect a manager's people skills?

Globalization affects a manager's people skills in at least two ways. First, managers are increasingly likely to find themselves on foreign assignments. Once there, they may be managing a work force that is defined by very different needs, aspirations, and attitudes from the workforce back at home. Second, managers are going to find themselves working with superiors, peers, and employees who were born and raised in a different culture. To work effectively with these people, managers will need to understand their culture, how it has shaped them, and how to adapt a management style to these differences. (Moderate; Globalization; p. 17) {AACSB: Analytic Skills} {AACSB: Multicultural and Diversity}

151. Explain "workforce diversity."

Workforce diversity is a term used to describe how organizations are becoming more heterogeneous with regard to gender, race, and ethnicity. It also includes the physically disabled, gays and lesbians, and the elderly. (Easy; Workforce Diversity; p. 18) {AACSB: Analytic Skills} {AACSB: Multicultural and Diversity}

MEDIUM LENGTH DISCUSSION QUESTIONS

152. What dependent and independent variables are usually identified for construction of an OB model?

A dependent variable is the key factor that you want to explain or predict and that is affected by some other factor. OB Scholars have historically emphasized productivity, absenteeism, turnover, and job satisfaction. Today, deviant workplace behavior and organizational citizenship have been added to this list. An independent variable is the presumed cause of some change in the dependent variable. The independent variables are divided into individual-level, group-level, and organization systems level variables. The individual-level variables include biographical characteristics, ability, values, attitudes, personality, and emotions, perception, individual decision making, learning, and motivation. Group-level variables include communication, leadership, power, and politics. Organization systems level variables include the design of the formal organization; the organization's internal culture; and the organization's human resource policies and practices. (Moderate; OB Model Variables; pp. 27-31) {AACSB: Analytic Skills}

COMPREHENSIVE ESSAYS

153.	Discuss Henry Mintzberg's ten different roles. Group them as being primarily interpersonal, informational, and decisional.

Mintzberg identified ten managerial roles. The interpersonal roles include figurehead, leadership, and liaison roles. Performing ceremonial and symbolic duties is the figurehead role. The leadership role includes hiring, training, motivating, and disciplining employees. The liaison role involves contacting outsiders who provide the manager with information.

The information roles include monitor, disseminator, and spokesperson. Collecting information from outside organizations and institutions is the monitor role. The disseminator role involves acting as a conduit to transmit information to organizational members. The spokesperson role occurs when managers represent their organization to outsiders.

Decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator. In the entrepreneur role, managers initiate and oversee new projects that will improve their organization's performance. As disturbance handlers, managers take corrective action in response to unforeseen problems. As resource allocators, managers are responsible for allocating human, physical, and monetary resources. Managers perform a negotiator role, in which they discuss issues and bargain with other units to gain advantages for their own unit. (Challenging; Mintzberg's Managerial Roles; pp. 6-8) {AACSB: Analytic Skills}

154.	Organizational behavior is an applied behavioral science built upon contributions from a number of different disciplines. What are these disciplines and what are the contributions of each discipline? Be complete in your response and include four different behavioral science disciplines.

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

Early industrial/organizational psychologists concerned themselves with the problems of fatigue, boredom, and other factors relevant to working conditions that could impede efficient work performance. Recently, psychology has contributed to learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Social psychology has contributed in the areas of implementing change and reducing barriers to its acceptance; measuring, understanding, and changing attitudes; communication patterns; building trust; and group behavior, power, and conflict. Sociology has contributed through the study of formal and complex organizations – including organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict. Anthropology has contributed to an understanding of organizational culture, organizational environments, and differences between national cultures. (Challenging; Behavioral Sciences; pp. 13-15) {AACSB: Analytic Skills}

155.   What is an ethical dilemma? How are organizations responding to these dilemmas?

An ethical dilemma is a situation in which employees are required to define right and wrong conduct. Dilemmas include whether to blow the whistle, whether they should follow orders with which they don't personally agree, whether they should give an inflated performance evaluation to an employee whom they like, knowing that such an evaluation could save that employee's job, or whether they should allow themselves to play politics in the organization if it will help their career advancement. These ethical dilemmas result from the blurring of the line differentiating right from wrong. Managers and their organizations are responding to this problem from a number of directions. They are writing and distributing codes of ethics to guide employees through ethical dilemmas. They are offering seminars, workshops, and training programs to try to improve ethical behaviors. They are also using in-house advisors to provide assistance and they are creating protection mechanisms for employees who reveal internal unethical practices. (Moderate; Ethical Dilemma; p. 26) {AACSB: Analytic Skills} {AACSB: Ethical Reasoning}

156.   Describe the concept of turnover. Why is turnover of such great concern to organizations?

Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs – which are quite significant. A high rate of turnover can also disrupt the efficient running of an organization when knowledgeable and experienced personnel leave and replacements must be found and prepared to assume positions of responsibility. However, reasonable levels of employee-initiated turnover facilitate organization flexibility and employee independence, and they can lessen the need for management-initiated layoffs. Unfortunately, turnover often involves the loss of people the organization doesn't want to lose. (Moderate; Turnover; p. 29) {AACSB: Analytic Skills}