***Essentials of Organizational Behavior, 15e* (Robbins)**

**Chapter 1 What Is Organizational Behavior?**

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

A) Profit structure, organizational complexity, and job satisfaction

B) Individuals, profit structure, and job satisfaction

C) Individuals, groups, and job satisfaction

D) Groups, structure, and profit structure

E) Individuals, groups, and structure

Answer: E

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

A) Motivation

B) Attitude development

C) Conflict

D) Resource allocation

E) Work design

Answer: D

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

3) According to a study by Monster (a global employment company), the number one most frequently desired skill in applicants was \_\_\_\_\_\_\_\_.

A) ethical

B) technical

C) communication

D) computer

E) accounting

Answer: C

Explanation: Monster mined data from nearly one million market-wide job postings to identify skills that were most often sought by employers. At the top of the list was communication skills. This was also reiterated by Jeff Weiner, the CEO of LinkedIn.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

4) According to a recent large-scale survey, 58 percent of managers did not receive \_\_\_\_\_\_\_\_.

A) pay incentives

B) training

C) administrative support

D) insurance

E) office space

Answer: B

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

5) There is a connection between companies which have \_\_\_\_\_\_\_\_ and their attention to organizational behavior principles.

A) high turnover rates

B) specialized technical processes

C) superior financial performance

D) long-lasting CEO's

E) both high turnover rates and long-lasting CEOs

Answer: C

Explanation: Companies such as Lululemon, the Boston Consulting Group, LinkedIn, Zoom Video, Google, Facebook, and Southwest Airlines all have incorporated the concepts of organizational behavior and attribute it to their ability to generate high financial outcomes.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

A) Leadership

B) Organizational strategy

C) Performance management

D) Employee relations

E) Organizational behavior

Answer: E

Explanation: Organizational behavior is the field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

A) 5; 7

B) 4; 10

C) 2; 7

D) 1; 5

E) 3; 4

Answer: A

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

8) The ultimate goal of organizational behavior is to \_\_\_\_\_\_\_\_.

A) better understand management

B) improve an organization's effectiveness

C) balance diversity

D) create boilerplates

E) replace human resources

Answer: B

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

9) Which of the following is not a managerial activity that managers were engaged in, according to Luthans and associates?

A) Human resource management

B) Networking

C) Communications

D) Filing documents

E) Traditional management

Answer: D

Explanation: In Luthans and associates' study of 450 managers, traditional management, communication, HR management, and networking were the four typical managerial activities. Filing documents was not one of them.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

10) Navar is a manager at a mid-sized consulting firm. Within his role, he is responsible for interacting with both the other departments in his organization and with both vendors and customers of the firm. Which of the four managerial activities is Navar exhibiting?

A) Traditional management

B) Communication

C) Human resource management

D) Networking

E) Systems

Answer: D

Explanation: Socializing, politicking, and interacting with outsiders are all networking activities that managers do.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.1 Define organizational behavior (OB).

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

A) Traditional management

B) Communication

C) Human resource management

D) Networking

E) Systems

Answer: A

Explanation: Thirty-two percent of a manager's time is spent doing traditional activities.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

A) Traditional management

B) Communication

C) Human resource management

D) Networking

E) Systems

Answer: D

Explanation: Nineteen percent of a manager's time is spent on networking.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

A) Traditional management

B) Communication

C) Human resource management

D) Networking

E) Systems

Answer: D

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

Diff: 2

AACSB: Reflective Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

A) Traditional management

B) Communication

C) Human resource management

D) Networking

E) Systems

Answer: C

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

Diff: 2

AACSB: Reflective Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

15) According to Luthans, if you want to be an *effective* manager, your time would be best spent not focusing on which managerial activity?

A) Traditional management

B) Communication

C) Human resource management

D) Networking

E) Systems

Answer: D

Explanation: In Luthans and associates' study, networking made the least relative contribution for effective managers.

Diff: 2

AACSB: Reflective Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

Answer: FALSE

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

17) Organizational behavior is essentially the study of "technical skills."

Answer: FALSE

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

18) Organizations typically choose the wrong candidate for management positions 82 percent of the time.

Answer: TRUE

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.1 Define organizational behavior (OB).

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

A) Common sense

B) Direct observation

C) Systematic study

D) Speculation

E) Organizational theory

Answer: C

Explanation: To make good OB decisions it is important to use evidence to supplement intuition and experience. Evidence should come through systematic study, which involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

A) the casual approach is nonsensical, and should be avoided as much as possible

B) the systematic approach and the casual approach are one and the same

C) laboratory experiments on human behavior often result in unreliable findings

D) the casual or common-sense approach to reading others can often lead to erroneous predictions

E) behavior is unpredictable, hence there is no accurate way to analyze it

Answer: D

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Application

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

21) According to the systematic approach, \_\_\_\_\_\_\_\_is(are) generally predictable.

A) resources

B) behavior

C) technology

D) outcomes

E) inputs

Answer: B

Explanation: According to the idea of systematic study, behavior is generally predictable, and the systematic study of behavior is a way to make reasonably accurate predictions.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

A) intuition

B) organizational process

C) organizational behavior

D) evidence-based management

E) conceptual management

Answer: D

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

23) The extensive use of statistical compilation and analysis is called \_\_\_\_\_\_\_\_.

A) organizational behavior

B) big data

C) qualitative management

D) traditional management

E) artificial intelligence

Answer: B

Explanation: While data collection has been around for a long time, today's sophisticated computers enable one to store and manipulate large amounts of information. Such extensive use of large quantities of data is called big data.

Diff: 2

AACSB: Integration of Real-World Business Experience

Quest. Category: Concept

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

24) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of \_\_\_\_\_\_\_\_ study.

A) organizational

B) intuitive

C) theoretical

D) systematic

E) case-based

Answer: D

Explanation: Systematic study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

A) intuition or "gut feeling"

B) organizational behavioral studies

C) subjective assessments

D) preconceived notions

E) systematic study

Answer: E

Explanation: Systematic study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

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

26) Intuition is an instinctive feeling that is typically supported by research.

Answer: FALSE

Explanation: Intuition is also called "gut feelings." They are not necessarily supported by research.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

27) Systematic study of behavior is a way to make reasonably accurate predictions.

Answer: TRUE

Explanation: Since behavior is generally predictable, one can use a systematic study of behavior to improve accuracy.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

28) Evidence-based management is based on "gut feelings" about the state of some phenomenon of interest.

Answer: FALSE

Explanation: Intuition is a gut feeling not necessarily supported by research. In contrast, evidence-based management bases managerial decisions on the best available scientific evidence.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

29) As Rahim is the manager of a large convenience store chain, Rahim's company has access to millions of pieces of data on consumer activity at the company's stores. How can Rahim use this data to make human resources decisions?

Answer: One of the benefits of Big Data is to be able to predict events. Using the data, Rahim can determine the staffing needs at various times in each store and ensure that store staffing keeps pace with customer traffic.

Diff: 3

AACSB: Application of Knowledge

Quest. Category: Application

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

30) What is "intuition"? How does it fit with systematic study?

Answer: Intuitions are "gut feelings" about what makes others (and ourselves) "tick." Intuition will provide a base from which more accurate predictions of behavior can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic study involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence. This process helps us to explain and predict behavior.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

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

31) Which behavioral science discipline is most focused on understanding group behavior?

A) Sociology

B) Social psychology

C) Psychology

D) Anthropology

E) Organizational psychology

Answer: A

Explanation: Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology. Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behaviors in organizations.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

32) Of the following disciplines, which one has contributed to our understanding of macro concepts in OB such as group processes and organization?

A) Anatomy

B) Anthropology

C) Statistics

D) Neurology

E) Biology

Answer: B

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

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

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

33) Austin is a graduate student helping to organize a study on group processes, more specifically, whether homogeneous or heterogeneous groups perform better. His department is observing 200 groups in a laboratory setting. Austin is most likely a graduate student in the department of \_\_\_\_\_\_\_\_.

A) sociology

B) anthropology

C) psychology

D) social psychology

E) archaeology

Answer: A

Explanation: Because Austin's study focuses on group processes, he is most likely conducting the study through the department of sociology. Sociology studies people in relation to their social environment or culture and has contributed to the study of group processes.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

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

34) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which faculty member should furnish information about personality, learning, and motivation?

A) Sociology

B) Psychology

C) Anthropology

D) Political science

E) Industrial engineering

Answer: B

Explanation: Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. Psychology's focus on the individual has led to contributions in the areas of learning, personality, emotions, motivational forces, and more.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

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

35) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which professor out of this group would you expect to address issues on organizational culture?

A) The psychologist

B) The anthropologist

C) The political scientist

D) The sociologist

E) The industrial engineer

Answer: B

Explanation: Anthropology helps us understand culture and differences in fundamental attitudes, values, etc. Among other things, anthropologists help us understand organizational culture.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

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

36) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. You should expect that the faculty member from \_\_\_\_\_\_\_\_ will probably contribute information about large-scale group behavior.

A) sociology

B) psychology

C) social psychology

D) anthropology

E) industrial engineering

Answer: A

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

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

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

A) archaeologists

B) philanthropists

C) anthropologists

D) social psychologists

E) operations analysts

Answer: D

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

A) Corporate strategy

B) Anthropology

C) Political science

D) Social psychology

E) Archaeology

Answer: D

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

39) Chang studies change. He looks at ways to implement change and how to reduce barriers to its acceptance. Chang is most likely a(n) \_\_\_\_\_\_\_\_.

A) psychologist

B) anthropologist

C) sociologist

D) social psychologist

E) linguist

Answer: D

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

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Application

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

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

A) Psychology

B) Sociology

C) Corporate strategy

D) Political science

E) Operations management

Answer: B

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

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

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

41) 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) Physiology

D) Political science

E) Sociology

Answer: E

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

42) Which field of study has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations?

A) Anthropology

B) Corporate strategy

C) Political science

D) Operations research

E) Psycholinguistics

Answer: A

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

A) Anthropology

B) Psychology

C) Social psychology

D) Political science

E) Corporate strategy

Answer: A

Explanation: Anthropology is the study of societies to learn about human beings and their activities. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

44) Gabriela is studying how organizations in different countries develop their culture and how organizational culture is passed on to new hires. She is surveying twenty organizations in each of France, Germany, China, and Mexico. Gabriela's study exemplifies how \_\_\_\_\_\_\_\_ contributes to OB.

A) anthropology

B) psychology

C) archaeology

D) political science

E) corporate strategy

Answer: A

Explanation: Gabriela is most likely an anthropologist. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

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

45) Social psychology is an area within psychology, blending concepts from both psychology and anthropology.

Answer: FALSE

Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology, not anthropology, to focus on peoples' influence on one another.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

46) Anthropology has made important contributions to our study of power and conflict.

Answer: FALSE

Explanation: Social psychologists have made important contributions to our study of group behavior, power, and conflict. Anthropology helps us understand differences in fundamental values, attitudes, and behavior among people in different countries and within different organizations.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

47) Psychology is to the individual what sociology is to the group.

Answer: TRUE

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

48) Psychology has helped us understand differences in values and attitudes between people in different countries.

Answer: FALSE

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

Answer: Student responses could vary. One answer could be as follows. Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. Doctors need to make decisions about patient care based on the latest available evidence, and EBM argues that managers should do the same, becoming more scientific in how they think about management problems. For example, a manager who is struggling with high turnover in his company could look toward social psychology to help solve the problem. Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area is change, how to implement it and how to reduce barriers to its acceptance. A manager could look at a social psychology study on job satisfaction to determine what changes he might make to be able to better retain employees.

Diff: 3

AACSB: Reflective Thinking

Quest. Category: Synthesis

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

50) How have the fields of psychology and sociology contributed to our understanding of organizational behavior?

Answer: Psychology seeks to measure, explain, and change the behavior of humans. Contributions have been made by learning theorists, personality theorists, counseling psychologists, and industrial and organizational psychologists. Contributions have been made in learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

Answer: These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on people's influence on one another. Thus, it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.

Diff: 3

AACSB: Reflective Thinking

Quest. Category: Synthesis

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

52) Priya was a successful manager in a steel plant. The plant was focused on achieving increased productivity and Priya achieved her unit's productivity mandate by clearly structuring the tasks of her subordinates and holding them accountable to completing their tasks on time. While her subordinates complained about her rigidity, top management lauded her leadership style. Priya quit the steel plant when she got a better paying job at an e-commerce start up. When Priya imposed her rigid, task-oriented leadership style that was successful in the steel plant, her e-commerce subordinates rebelled and complained to top management. Many quit their jobs. Priya's predicament can be explained through \_\_\_\_\_\_\_\_.

A) sociology

B) big data

C) organizational behavior

D) contingency variables

E) interpersonal skills

Answer: D

Explanation: Leadership styles are contingent on the situation. Priya tried to impose her same leadership style when the conditions were different at the e-commerce start-up.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

LO: 1.4 Demonstrate why few absolutes apply to OB.

53) When we say *x* leads to *y*, but only under conditions specified in *z*, the z refers to \_\_\_\_\_\_\_\_.

A) scientific variables

B) contingency variables

C) control variables

D) laboratory variables

E) universal variables

Answer: B

Explanation: Contingency variables are situational factors or variables that moderate the relationship between two or more variables. For example, an OB study can say *x* leads to *y,* but only under conditions specified in *z.* Because humans are somewhat unpredictable, all OB studies must have contingency variables.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

54) When an OB person says, "A job attractive to one person may be unattractive to another; its appeal depends on the person holding it," the second part of the sentence refers to \_\_\_\_\_\_\_\_ variables.

A) global

B) general

C) dependent

D) non-reactive

E) contingency

Answer: E

Explanation: Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say *x* leads to *y,* but only under conditions specified in *z.* Because humans are somewhat unpredictable, all OB studies must have contingency variables.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Application

LO: 1.4 Demonstrate why few absolutes apply to OB.

55) There are a number of absolutes in OB.

Answer: FALSE

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

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

Answer: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited. Two people often act very differently in the same situation, and the same person's behavior changes in different situations. Not everyone is motivated by money, and people may behave differently at a religious service than they do at a party. However, we can offer reasonably accurate explanations of human behavior or make valid predictions, provided OB concepts reflect situational, or contingency, conditions. We can say *x* leads to *y,* but only under conditions specified in *z*—the contingency variables. For example, OB scholars would avoid stating that everyone likes complex and challenging work (the general concept) because not everyone wants a challenging job. Some people prefer routine over varied, or simple over complex. A job attractive to one person may not be to another; its appeal is contingent on the person who holds it.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.4 Demonstrate why few absolutes apply to OB.

57) The South Korean company, Samsung, sells most of its products to organizations in other countries. Burger King is owned by a Brazilian firm. McDonald's sells hamburgers in 101 countries on six continents. All these are examples of \_\_\_\_\_\_\_\_.

A) globalization

B) contraction

C) divergence

D) localization

E) outsourcing

Answer: A

Explanation: Globalization is the process in which worldwide integration and interdependence is promoted across national borders. Via globalization, McDonald's, an American company, can sell its products globally.

Diff: 2

AACSB: Diverse and Multicultural Work Environments

Quest. Category: Concept

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

58) A growing area in OB research is \_\_\_\_\_\_\_\_, which studies how organizations develop human strengths, foster vitality and resilience, and unlock potential.

A) organizational anthropology

B) departmental dissonance

C) industrial foundation scholarship

D) positive organizational scholarship

E) network externality study

Answer: D

Explanation: Positive organizational scholarship is an area of OB research that concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

59) Since the year 2000, longevity rates have \_\_\_\_\_\_\_\_ while birth rates have \_\_\_\_\_\_\_\_.

A) decreased; decreased

B) increased; decreased

C) increased; remained consistent

D) increased; increased

E) decreased; increased

Answer: B

Explanation: Since 2000, longevity rates have increased by 6 years while birth rates have decreased.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

60) Raul is a financial analyst who oversees the daily financial expenditures for a major big box retailer. On a typical day, Raul does not interact with other employees and only meets with his team on Monday afternoons; however, he typically has to run a report at 7:30 am and then a final report at 7:30 pm. Raul and his wife Emily have a 6-month-old son and Emily will soon be returning to work thus requiring the couple to engage childcare. To enhance Raul's well-being at work, his manager could \_\_\_\_\_\_\_\_.

A) reassign Raul to a position which requires less time

B) allow Raul to completely work from home

C) allow Raul to work from home four days a week

D) fire Raul

E) do nothing

Answer: C

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

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

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

A) workforce diversity; globalization

B) globalization; workforce diversity

C) culture; diversity

D) culturalization; workforce diversity

E) psychology; social psychology

Answer: B

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

Diff: 3

AACSB: Diverse and Multicultural Work Environments

Quest. Category: Concept

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

62) Which of the following is not an attribute of workforce diversity?

A) Age

B) Gender

C) Sexual orientation

D) Height

E) Ethnicity

Answer: D

Explanation: Gender, race, national origin, age, disability, sexual orientation, and religion are the major workforce diversity categories.

Diff: 1

AACSB: Diverse and Multicultural Work Environments

Quest. Category: Concept

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

63) Situations in which individuals are required to define right and wrong conduct are called \_\_\_\_\_\_\_\_.

A) ethical dilemmas

B) managerial decision-making

C) organizational problem-solving

D) managing trade-offs

E) addressing organizational routines

Answer: A

Explanation: Organizational employees confront situations in which they are asked to identify right and wrong conduct. In other words, they are asked to confront ethical choices or ethical dilemmas. An example would be, should they "blow the whistle" if they uncover illegal activities in their companies?

Diff: 2

AACSB: Ethical Understanding and Reasoning

Quest. Category: Analytical

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

64) Some key subjects in \_\_\_\_\_\_\_\_ research are engagement, hope, optimism, and resilience in the face of strain.

A) organizational sociology

B) industrial psychology

C) positive organizational scholarship

D) cultural anthropology

E) organizational dynamics

Answer: C

Explanation: Positive organizational scholarship, a growing area in OB research, studies how organizations develop human strengths, foster vitality and resilience, and unlock potential.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

65) As a manager in Domingo, Inc., a multinational company operating in 26 countries, Shonda has subordinates from many different countries and cultures. How can she effectively manage her subordinates?

A) By adapting her management style to their differences

B) By keeping a straightforward and open communication style

C) By using her own motivations to guide others

D) By treating all subordinates uniformly, regardless of their background

E) By guiding them to adapt to her management style

Answer: A

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

Diff: 2

AACSB: Diverse and Multicultural Work Environments

Quest. Category: Critical Thinking

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

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

A) After years of lackluster performance, Boeing realized it needed to change its business model.

B) McDonald's sells hamburgers in more than 101 countries in six continents.

C) All major automobile makers now manufacture cars outside their borders.

D) At Finland-based phone maker Nokia's renowned research center in Helsinki, non-Finns now outnumber Finns.

E) Burger King is owned by a Brazilian firm.

Answer: A

Explanation: Organizations are no longer constrained by national borders. Burger King is owned by a Brazilian, and McDonald's sells hamburgers in more than 101 countries in six continents. New employees at Finland-based phone maker Nokia are increasingly being recruited from India, China, and other developing countries–non-Finns now outnumber Finns at their renowned research center in Helsinki. And all major automobile makers now manufacture cars outside their borders: Honda builds cars in Ohio, Ford in Brazil, Volkswagen in Mexico, and both Mercedes and BMW in South Africa. These are all examples of globalization.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

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

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

A) they are able to create and structure their own roles with flexible work schedules

B) they need to consult with colleagues or customers eight or ten time zones away

C) they can now do their work at home or other non-office locations

D) they are being asked to put in longer hours by their organizations

E) they are facing increasing demands of globalization and competition

Answer: A

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

Diff: 2

AACSB: Diverse and Multicultural Work Environments

Quest. Category: Concept

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

68) Dharma, who works in the payroll department of Acme Manufacturing, believes that the plant manager is encouraging the falsification of time cards for a few of his cronies. Dharma is wondering if she should "blow the whistle." Dharma is facing a(n) \_\_\_\_\_\_\_\_.

A) diversity issue

B) human resource problem

C) ethical dilemma

D) organizational complexity

E) social puzzle

Answer: C

Explanation: Ethical dilemmas and ethical choices are situations in which individuals are required to define right and wrong conduct. For example, if an employee has to decide to uncover illegal activities in the company, even if it means losing her job, she has an ethical dilemma. That is what Dharma faces here.

Diff: 2

AACSB: Ethical Understanding and Reasoning

Quest. Category: Concept

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

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

A) by offering classroom training sessions in ethics

B) by promoting a strong ethical mission

C) by hiring people who can identify unethical employees and take action against them

D) by encouraging employees to behave with integrity

E) by providing strong leadership

Answer: C

Explanation: Today's manager must create an ethically healthy climate for employees in which they can do their work productively with minimal ambiguity about right and wrong behaviors. To do this, companies promote a strong ethical mission, encourage employees to behave with integrity, and provide strong leadership. They also provide classroom training in ethics.

Diff: 2

AACSB: Ethical Understanding and Reasoning

Quest. Category: Concept

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

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

A) exists where employees confront a minimal degree of ambiguity regarding what constitutes right and wrong behaviors

B) is non-existent in businesses

C) seldom allows employees to do their work productively

D) cannot be created by managers, but must be dictated by the organization's mission

E) interferes with the actual performance of the organization

Answer: A

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

Diff: 3

AACSB: Ethical Understanding and Reasoning

Quest. Category: Concept

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

71) Sexual orientation is an attribute of workforce diversity.

Answer: TRUE

Explanation: Organizations are increasingly heterogeneous. One aspect of this diversity in the workforce is different sexual orientations.

Diff: 1

AACSB: Reflective Thinking

Quest. Category: Analytical

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

72) Asking your professor of this course to redo the mid-term exam when the opportunity is not given to all students might cause your professor to have an ethical dilemma.

Answer: TRUE

Explanation: Ethical behaviors are not clearly defined and the line between right and wrong has become more blurred as time has progressed. Asking your professor to redo an exam when other students don't get the same opportunity might cause them to question the fairness of giving you a grade you did not earn.

Diff: 2

AACSB: Ethical Understanding and Reasoning

Quest. Category: Critical Thinking

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

73) The Johnson-Douglas corporation can maintain an ethically healthy climate for employees by enabling them to work productively with minimal ambiguity about right and wrong behaviors.

Answer: TRUE

Explanation: Ambiguity about right and wrong behaviors lead to ethical confusion. An organization can promote ethical behavior by minimizing ambiguity.

Diff: 2

AACSB: Ethical Understanding and Reasoning

Quest. Category: Concept

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

74) Social media in the business world is a temporary phenomenon.

Answer: FALSE

Explanation: Social media in the business world is here to stay. It is pervasive.

Diff: 2

AACSB: Ethical Understanding and Reasoning

Quest. Category: Concept

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

75) Organizations are becoming more heterogeneous, reflecting an increasing workforce diversity.

Answer: TRUE

Explanation: The current trend is increasing heterogeneity in terms of employees' gender, age, race, ethnicity, sexual orientation, and other characteristics. This reflects an increase in workforce diversity.

Diff: 2

AACSB: Diverse and Multicultural Work Environments

Quest. Category: Concept

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

76) Workforce diversity is a threat to managers in organizations.

Answer: FALSE

Explanation: Workforce diversity presents great opportunities and poses challenging questions for both managers and employees.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

77) One of the biggest challenges to maintaining employee well-being is the reality that many workers never get away from the virtual workplace.

Answer: TRUE

Explanation: While communication technology allows employees to do their work anywhere, it also means that they feel that they are at work 24/7. There is never a feeling of separation of work and non-work life.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

78) What do we mean by workforce diversity? Why is workforce diversity a challenge for organizations?

Answer: Workforce diversity relates to how organizations are becoming more heterogeneous in terms of employees' gender, age, race, ethnicity, sexual orientation, and other characteristics. This poses tremendous challenges for organizations. Organizations have to address questions such as: How can we recognize the strength of our diversity? Should we treat all employees alike, or adapt to accommodate each other's differences? There are challenges relating to the legal requirements with regard to protecting a diverse workforce from discrimination.

Diff: 3

AACSB: Diverse and Multicultural Work Environments

Quest. Category: Critical Thinking

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

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

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

Diff: 3

AACSB: Reflective Thinking

Quest. Category: Concept

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

80) Sergio is the manager of a Honda dealership in Orlando, Florida. When one of his salespersons, Karen, posts on her Facebook account how she enjoys driving her Toyota Camry, Sergio finds out. Should Sergio punish Karen? Why or why not?

Answer: Responses to this question will vary but should address both the right of the employee to make personal statements but also address that employees should not make public statements that might harm the reputation of the company. In this case, Karen sells Hondas but extolls the virtues of a rival brand—Toyota. This could harm the reputation of the Honda dealership.

Diff: 3

AACSB: Ethical Understanding and Reasoning

Quest. Category: Critical Thinking

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

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

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

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

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Synthesis

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

82) In the basic OB model, the variables, such as personality, group structure, and culture, which lead to processes are called \_\_\_\_\_\_\_\_.

A) resources

B) abilities

C) inputs

D) ethics

E) genetics

Answer: C

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

83) A \_\_\_\_\_\_\_\_ is an abstraction of reality, a simplified representation of some real-world phenomenon.

A) process

B) framework

C) model

D) rule

E) law

Answer: C

Explanation: In science, a model is a simplified depiction of a real-world phenomenon. Models allow us to show reality in an understandable form.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Concept

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

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

A) Inputs

B) Environment

C) Individual responsibilities

D) Roles

E) Culture

Answer: D

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

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

A) Processes

B) Cultures

C) Structures

D) Outcomes

E) Policies

Answer: A

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

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Concept

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

86) At the individual level, processes can include all except which of the following?

A) Emotions and moods

B) Motivation

C) Perception

D) Leadership

E) Decision making

Answer: D

Explanation: Leadership occurs at the group level.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

87) At the group level, processes can include all except which of the following?

A) Communication

B) Politics

C) Motivation

D) Conflict

E) Power

Answer: C

Explanation: Motivation occurs at the individual level.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

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

A) meet their managers expectations

B) engage in citizenship behaviors

C) be recruited by other organizations

D) be named team lead

E) become used by others within the team

Answer: B

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

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

A) effectiveness; esteem

B) efficiency; motivation

C) roles; motivation

D) effectiveness; efficiency

E) efficiency; esteem

Answer: D

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

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

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

A) Begin showing up for work late

B) Bring everyone donuts

C) Continue attending the monthly directors' meeting

D) Increase productivity

E) Work longer hours

Answer: A

Explanation: Someone who is abused at work will eventually display withdrawal behaviors, including absenteeism or showing up late for work.

Diff: 3

AACSB: Interpersonal Relations and Teamwork

Quest. Category: Synthesis

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

91) Which of the following is not an example of group cohesion?

A) Complimenting a coworker

B) Calling a teammate after the death of his grandmother

C) Staying late to help a coworker meet her deadline

D) Bringing donuts to a meeting

E) Assaulting a coworker

Answer: E

Explanation: Group cohesion is the extent to which members of a group support and validate one another at work. In other words, a cohesive group is one that sticks together. Assaulting a coworker goes against cohesion.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

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

A) processes

B) inputs

C) citizenship behaviors

D) withdrawal behaviors

E) productivity

Answer: C

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

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Synthesis

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

93) Productivity requires both efficiency and \_\_\_\_\_\_\_\_.

A) citizenship

B) collaboration

C) effectiveness

D) flexibility

E) rigidity

Answer: C

Explanation: Effectiveness relates to goal attainment. Efficiency relates to use of resources. Productivity needs both of these.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Analytical

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

94) Popular measures of organizational \_\_\_\_\_\_\_\_ include return on investment, output per hour of labor, and profit per dollar of sales.

A) effectiveness

B) efficiency

C) solidarity

D) inventiveness

E) citizenship

Answer: B

Explanation: Efficiency looks at the use of resources to achieve goals. Return on investment, output per hour of labor, and profit per dollar of sales all measure specific outcomes with respect to resource usage.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

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

95) Processes lead to inputs.

Answer: FALSE

Explanation: Inputs are variables (e.g., personality, group structure, etc.) that lead to processes.

Diff: 1

AACSB: Analytical Thinking

Quest. Category: Analytical

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

96) Brick and mortar retail stores such as Sears maintained long standing success until challenged by the internet, particularly Amazon. Using the theory of Organizational Survival, explain why Sears faltered.

Answer: Sear's model of requiring customers to come into the store and physically buy products from a selection limited by store space and store hours was no longer a fit in the technologically advanced environment which allowed customers to access a vast variety of products at any time.

Diff: 3

AACSB: Application of Knowledge

Quest. Category: Application

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

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

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

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Critical Thinking

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

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

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

Diff: 3

AACSB: Application of Knowledge

Quest. Category: Application

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

99) Which of the following is not an employability skill that applies across majors?

A) Financial analysis

B) Critical thinking

C) Social responsibility

D) Communication

E) Collaboration

Answer: A

Explanation: Unlike the others, financial analysis skills are not universally sought after. For example, if I am a content writer for a software company, my expertise in financial analysis would not be valued.

Diff: 2

AACSB: Analytical Thinking

Quest. Category: Analytical

LO: 1.7 Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.

100) Why are critical thinking and communication two of the several employability skills that apply across majors?

Answer: Critical thinking helps to define and solve problems. It helps make decisions or form judgments. Communication helps to get your message across—whether it is to inform, instruct, motivate, persuade, or share ideas. Both critical thinking and communication work in diverse contexts and hence are employability skills regardless of the type of jobs.

Diff: 3

AACSB: Analytical Thinking

Quest. Category: Concept

LO: 1.7 Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.