**Chapter 01**

**Test Bank**

1. Three challenges organizations are facing include globalization, increasing workforce diversity, and emerging employment relationships.**TRUE***AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Three challenges organizations are facing include globalization, increasing workforce diversity, and emerging employment relationships.

2. All organizations have a collective sense of purpose, whether it's producing oil or creating the fastest Internet search engine.**TRUE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: A key feature of organizations is that its members have a collective sense of purpose.

3. Until the 1930s, most organizational research and practice tried to improve work efficiency by changing working conditions and job duties. Employee thoughts and feelings were ignored and usually considered irrelevant.**TRUE***AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: Until the 1930s, most organizational research and practice tried to improve work efficiency by changing working conditions and job duties. Employee thoughts and feelings were ignored and usually considered irrelevant.

4. OB knowledge is beneficial not only to an individual, but also to an organization's financial health.**TRUE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: OB knowledge is just as important for the organization's financial health.

5. Globalization may have both positive and negative implications for people working in organizations.**TRUE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Globalization*

Feedback: Globalization offers numerous benefits to organizations in terms of larger markets, lower costs, and greater access to knowledge and innovation. At the same time, there is considerable debate about whether globalization benefits developing nations and whether it is primarily responsible for increasing work intensification, as well as reducing job security and work/life balance in developed countries.

6. Reduced job security and increased work intensification are partly caused by globalization.**TRUE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Globalization*

Feedback: There is considerable debate about whether globalization benefits developing nations and whether it is primarily responsible for increasing work intensification, as well as reducing job security and work/life balance in developed countries.

7. Employees who were born between 1946 and 1964 are referred to as Generation X employees.**FALSE***AACSB: DiversityAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Diversity*

Feedback: Employees who were born between 1946 and 1964 are called Baby Boomers.

8. Systematic research investigation produces evidence-based management, which involves making decisions and taking actions based on this research evidence.**TRUE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Systematic research investigation produces evidence-based management, which involves making decisions and taking actions based on this research evidence.

9. The systematic research anchor relies mainly on qualitative data and subjective procedures to test hypotheses.**FALSE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 3 HardTopic: Organizational Behavior (OB)*

Feedback: A critical feature of OB knowledge is that it should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. These are facets of quantitative research.

10. All popular management concepts rely on hard evidence that proves they are valid.**FALSE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: AnalyzeLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 3 HardTopic: Organizational Behavior (OB)*

Feedback: Some management concepts have become popular (some have even found their way into OB textbooks!) because of heavy marketing, not because of any evidence that they are valid.

11. Most organizational events may be studied from all three levels of analysis: individual, team, and organization.**TRUE***AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: The multiple levels of analysis that anchor OB knowledge include three levels of analysis: individual, team, and organization.

12. Organizational effectiveness is considered the ultimate dependent variable in organizational behavior.**TRUE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: Organizational effectiveness is considered the ultimate dependent variable in organizational behavior.

13. The open systems perspective emphasizes that organizations survive by adapting to changes in the external environment.**TRUE***AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Open System*

Feedback: The open systems perspective advocates the view that organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs.

14. One of the fastest ways to acquire knowledge is to hire individuals or purchase entire companies that have valued knowledge.**TRUE***AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. One of the fastest and most powerful ways to acquire knowledge is by hiring individuals or acquiring entire companies.

15. Stakeholders of an organization are shareholders, customers, suppliers, governments, and any other groups with a vested interest in the organization.**TRUE***AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: Stakeholders include individuals, organizations, and other entities that affect, or are affected by, the organization's objectives and actions.

16. Which of the following statements is true about organizational behavior?A. OB researchers systematically study various topics at a single level rather than at multiple levels.B. It is concerned with the study of people who work independently.C. It does not include the study of collective entities.D. It is less effective in studying people who interact in highly organized fashion.**E.** It includes team, individual, and organizational level analyses.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: OB researchers systematically study various topics at multiple levels of analysis, namely the individual, the team (including interpersonal), and the organization.

17. Which of these statements is true about the field of organizational behavior?**A.** It examines how individuals and teams in organizations relate to one another and to their counterparts in other organizations.B. OB researchers systematically study various topics at a common level rather than at multiple levels.C. Information technology has almost no effect on organizational behavior.D. The field of organizational behavior relies exclusively on ideas generated within the field by organizational behavior scholars.E. The origins of organizational behavior are traced mainly to the field of economics.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behavior, decisions, perceptions, and emotional responses. It examines how individuals and teams in organizations relate to one another and to their counterparts in other organizations.

18. In the field of organizational behavior, organizations are described asA. entities, which are considered a legal grouping of people and systems.B. groups of people who work independently to achieve a collective goal.C. social entities with a publicly stated set of formal goals.D. groups of people with independent, profit-centered motives and objectives.**E.** groups of people who work interdependently toward some purpose.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: From an organizational behavior perspective, organizations are defined as groups of people who work interdependently toward some purpose.

19. Organizational behavior knowledgeA. originates mainly from models developed in chemistry and other natural sciences.B. accurately predicts how anyone will behave in any situation.C. is more appropriate for people who work in computer science than in marketing.**D.** helps us to understand, predict, and influence the behaviors of others in organizational settings.E. is important only for the managers of an organization.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: OB is important because it helps to fulfill the need to understand and predict. But the main reason why people with work experience value OB knowledge is that they have discovered how it helps them get things done in organizations.

20. Which of the following statements is true of organizational behavior knowledge?**A.** It is relevant to everyone who works in organizations.B. It should never be used to influence the behavior of other people.C. It should be used by managers and senior executives alone.D. It should not be used by subordinates to influence the behavior of their managers.E. It is less significant when the level of interpersonal interaction is high.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Everyone has to understand the behavior of others in organizations. Hence, it is important to everyone in an organization.

21. \_\_\_\_\_ encompasses the study of how organizations interact with their external environments.A. Organizational learningB. Open systems**C.** Organizational behaviorD. High-performance work practiceE. Closed systems*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Organizational behavior encompasses the study of how organizations interact with their external environments, particularly in the context of employee behavior and decisions.22. The multiple levels of analysis studied by organizational behavior researchers include all of the following exceptA. the individual.B. the unit team.C. the organization.**D.** the customer.E. the internal team.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: OB researchers systematically study these topics at multiple levels of analysis, namely, the individual, team (including interpersonal), and organization.

23. In order for something to be called an organization,A. it must have a building.B. it must have equipment.**C.** it must consist of people who work interdependently.D. it must have government documentation.E. it must make a product.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Organizations are groups of people who work interdependently toward some purpose. Notice that organizations are not buildings or government-registered entities. In fact, many organizations exist with neither physical walls nor government documentation to confer their legal status.24. Organizational behavior emerged as a distinct field throughout the**A.** 1940s.B. 1770s.C. early 1900s.D. 1910s.E. 1970s.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: Several events suggest that OB emerged as a distinct field throughout the 1940s. During that decade, a few researchers began describing their research as organizational (rather than sociological or psychological). And by the late 1940s, Harvard had changed the name of its MBA human relations course to “Organizational Behavior.”

25. Which expert wrote about rational organizations, the work ethic, and charismatic leadership?A. PlatoB. ConfuciusC. Adam Smith**D.** Max WeberE. Frederick Taylor*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: German sociologist Max Weber (early 1900s) wrote about rational organizations, the work ethic, and charismatic leadership.

26. The \_\_\_\_\_ emphasized the study of employee attitudes and informal group dynamics in the workplace.A. organizational development school of business**B.** human relations school of managementC. anchor of knowledge school of sociologyD. organizational effectiveness school of information systemsE. study of self school of psychology*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: Harvard professor Elton Mayo and his colleagues (1930s and 1940s) established the “human relations” school of management, which pioneered research on employee attitudes, formal team dynamics, informal groups, and supervisor leadership style.

27. The greatest value of organizational behavior is that it**A.** helps us to get things done in the workplace.B. increases our anxiety about circumstances.C. depicts an individual's common sense.D. makes sense of what is going on around us.E. encourages further study of management.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Probably the greatest value of OB knowledge is that it helps us get things done in the workplace by influencing organizational events. By definition, organizations are people who work together to accomplish things, so we need a toolkit of knowledge and skills to work successfully with others.

28. Organizational behavior theories are used toA. state personal beliefs about the work environment.**B.** adopt accurate models of workplace behavior.C. increase anxiety in the workplace.D. incite curiosity about the organization.E. question the world in which we live.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: OB does make a difference to one’s career success. OB helps us to make sense of and predict the world in which we live. We use OB theories to question our personal beliefs and assumptions and to adopt more accurate models of workplace behavior.

29. Organizational behavior knowledge isA. for managers.B. for employees.C. for consumers.**D.** for everyone.E. for stakeholders.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Organizational behavior is discussed by some writers as a topic for managers. Effective management does depend on OB concepts and practices, but this book pioneered the broader view that OB is valuable for everyone who works in and around organizations.30. \_\_\_\_\_ studies suggest that specific organizational behavior characteristics are important "positive screens" for selecting companies with the highest and most consistent long-term investment gains.**A.** Investment portfolioB. Organizational developmentC. Personal theoryD. Corporate workplaceE. Short-term*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: The bottom-line value of organizational behavior is supported by research into the best predictors of investment portfolio performance. These investigations suggest that leadership, performance-based rewards, employee development, employee attitudes, and other specific OB characteristics are important “positive screens” for selecting companies with the highest and most consistent long-term investment gains.

31. A company's success is \_\_\_\_\_by the quality of its CEO.A. not influencedB. mildly influenced**C.** significantly influencedD. only influencedE. slightly influenced*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 3 HardTopic: Organizational Behavior (OB)*

Feedback: OB is also vital to the organization’s survival and success. Other studies have consistently found a positive relationship between the quality of leadership and the company’s financial performance.

32. \_\_\_\_\_ refers to economic, social, and cultural connectivity with people in other parts of the world.A. OB**B.** GlobalizationC. Work/life balanceD. Knowledge managementE. Corporate social responsibility*AACSB: DiversityAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Globalization*

Feedback: Globalization refers to economic, social, and cultural connectivity with people in other parts of the world.

33. Which of the following is an example of globalization?A. A footwear firm based in San Diego opens a new branch in Los Angeles.B. A car company based in Pittsburgh manufactures its cars in Philadelphia.C. Rewind, a German music band that plays traditional German folk music, performs in Berlin.D. Rowan, a French citizen, publishes a novel within France.**E.** An American-based burger joint opens a new outlet in China.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Globalization*

Feedback: Globalization refers to economic, social, and cultural connectivity with people in other parts of the world. Organizations globalize when they actively participate in other countries and cultures. In this case, the American burger chain has opened an outlet in another country.

34. Which of the following statements is true about globalization and organizational behavior?A. Globalization has little or no effect on organizational behavior.B. Globalization has forced organizational behavior researchers to study only large multinational businesses.**C.** Globalization offers numerous benefits to organizations.D. Globalization has forced organizational behavior textbooks to discuss only companies with headquarters in North America.E. Globalization does not have a significant impact on today's organizations.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Globalization*

Feedback: Globalization offers numerous benefits to organizations in terms of larger markets, lower costs, and greater access to knowledge and innovation. Globalization is now well entrenched, so the most important issue in organizational behavior is how corporate leaders and employees alike can lead and work effectively in this emerging reality.

35. The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute \_\_\_\_\_ diversity.A. deep-levelB. internal**C.** surface-levelD. organizationalE. reflective*AACSB: DiversityAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute surface-level diversity.

36. At Clickz, an American photography magazine firm, more than half of the senior management positions are held by women. African Americans represent 40 percent of the company's workforce. The description of Clickz's diversity refers toA. deep-level diversity.B. psychological diversity.C. personality diversity.**D.** surface-level diversity.E. attitude diversity.*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Diversity*

Feedback: The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute surface-level diversity.

37. \_\_\_\_\_ diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.A. Reflective**B.** Deep-levelC. OrganizationalD. Surface-levelE. External*AACSB: DiversityAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: Diversity also includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. Deep-level diversity cannot be seen, but it is evident in a person's decisions, statements, and actions.

38. Deep-level diversity includesA. physiological differences.**B.** attitudes.C. ethnicity.D. gender.E. race.*AACSB: DiversityAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: Deep-level diversity is differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

39. Out of the generational groups discussed in the textbook, which group has the highest preference for leisure and the lowest value of social interaction?A. Gen-XersB. Gen-YersC. Baby Boomers**D.** MillennialsE. Silent Generation*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: One large-scale cohort study surveyed the three generational groups when each was in senior high school. The results suggest that Millennials have the highest preference for leisure, followed by Gen-Xers and Baby Boomers. Millennials and Gen-Xers also value extrinsic rewards significantly more than do Boomers, and Millennials value social interaction significantly less than do Boomers or Gen-Xers.

40. Mick works for a company as a financial analyst from home using information technology. He does not work in a traditional physical workplace, rather he is utilizingA. deep-level diversity.B. work/life balance.**C.** virtual work.D. surface-level diversity.E. frictional unemployment.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Virtual Organization*

Feedback: Work performed away from the traditional physical workplace using information technology is called virtual work. In this case, Mick works from home using information technology and not in a workplace.

41. \_\_\_\_\_ refers to economic, social, and cultural connectivity with people in other parts of the world.A. Organizational behavior**B.** GlobalizationC. Technological changeD. Employment relationshipE. Personnel policy*AACSB: DiversityAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Globalization*

Feedback: Globalization refers to economic, social, and cultural connectivity with people in other parts of the world.42. Globalization offers numerous benefits to organizations, including all of the following exceptA. larger markets.B. lower costs.C. access to knowledge.**D.** decreased job security.E. innovation.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Globalization*

Feedback: Globalization offers numerous benefits to organizations in terms of larger markets, lower costs, and greater access to knowledge and innovation. At the same time, there is considerable debate about whether globalization benefits developing nations and the extent to which it is responsible for increasing work intensification, reduced job security, and poor work/life balance in developed countries.

43. Which of the following are service-level diversity differences?**A.** ethnicity, gender, and ageB. race, sexual disposition, and intellectC. age, socioeconomic class, and genderD. physical disabilities, speech patterns, and raceE. religious beliefs, race, and gender*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: When discussing workforce diversity, we usually think about surface-level diversity—the observable demographic and other overt differences among members of a group, such as their race, ethnicity, gender, age, and physical capabilities.

44. \_\_\_\_\_ includes differences in the psychological characteristics of employees.A. Surface-level diversity**B.** Deep-level diversityC. Workplace diversityD. Multigenerational diversityE. Cultural diversity*AACSB: DiversityAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: Diversity also includes differences in personalities, beliefs, values, and attitudes. We can’t directly see this deep-level diversity, but it is evident in a person’s choices, words, and actions. Deep-level diversity is revealed when employees have different perceptions and attitudes about the same situation and when they form like-minded informal social groups.45. A person's decisions, statements, and actions are evident inA. surface-level diversity.**B.** deep-level diversity.C. workplace diversity.D. multigenerational diversity.E. cultural diversity.*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: Diversity also includes differences in personalities, beliefs, values, and attitudes. We can’t directly see this deep-level diversity, but it is evident in a person’s choices, words, and actions. Deep-level diversity is revealed when employees have different perceptions and attitudes about the same situation and when they form like-minded informal social groups.46. Which generation has a stronger motivation for personal development?**A.** MillennialsB. Baby BoomersC. Generation XD. Generation ZE. Next Gen*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: Millennials have a stronger motivation for personal development, advancement, and recognition.

47. Which of the following statements is true about workforce diversity?A. Diverse teams win awards.**B.** Diverse teams make better decisions.C. Diverse teams have difficulty solving problems.D. Diverse teams struggle with communication.E. Diverse teams have a stronger work ethic.*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: Workforce diversity offers numerous advantages to organizations. Teams with high informational diversity—members have different knowledge and skills—tend to be more creative and make better decisions in complex situations compared to teams with less informational diversity.48. Jillian uses her one-hour commute in the morning to prepare for the work day and her one-hour commute home to refocus on family. Jillian is practicingA. problem-solving.B. time management.**C.** work/life balance.D. communication style.E. organizational skills.*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Diversity*

Feedback: Work/life balance occurs when people are able to minimize conflict between their work and nonwork demands. Most employees lack this balance because they spend too many hours each week performing or thinking about their job, whether at the workplace, at home, or on vacation. This focus on work leaves too little time to fulfill nonwork needs and obligations.

49. People who are self-motivated, organized, and can work effectively with technology are better suited forA. globalization.**B.** telecommuting.C. organizational behavior.D. organizational development.E. flexible scheduling.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Virtual Organization*

Feedback: Employees who work effectively from home typically have higher self-motivation, self-organization, need for autonomy, and information technology skills. Those who telecommute most of the time also fulfill their social needs more from sources outside the workplace.

50. Which of the following is true according to the systematic research anchor?A. OB topics typically relate to the individual, team, and organizational levels of analysis.B. OB should import knowledge from other disciplines, not just create its own knowledge.C. OB theory should recognize that the effects of actions often vary with the situation.D. A particular action may have different consequences in different situations.**E.** OB should study organizations by forming questions, collecting data, and testing hypotheses against those data.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: A key feature of OB knowledge is that it should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data.

51. Which discipline has provided organizational behavior with much of its theoretical foundation for team dynamics, organizational power, and organizational socialization?**A.** sociologyB. psychologyC. economicsD. industrial engineeringE. political science*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: In OB, sociologists have contributed to our knowledge of team dynamics, organizational socialization, organizational power, and other aspects of the social system.

52. Which of these statements is consistent with the five anchors of organizational behavior?A. Organizational behavior theories must apply universally to every situation.B. Organizations are like machines that operate independently of their external environment.C. Each OB topic relates to only one level of analysis.**D.** The field of organizational behavior should rely on other disciplines for some of its theory development.E. Organizational behavioral decision making does not require evidence from research.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: The concept of multidisciplinary anchor says that organizational behavior is anchored around the idea that the field should develop from knowledge in other disciplines, not just from its own isolated research base.

53. Which of the following statements is consistent with the concept of contingency anchor?A. To obtain the best results, actions should be taken without considering their consequences.**B.** A particular action may have different consequences in different situations.C. OB theories are based on simple, common-sense ideas about what managers should do.D. OB theories point out the one best way to resolve organizational problems.E. Organizations should never be viewed as systems that process inputs to provide outputs.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: The contingency anchor states that a particular action may have different consequences in different situations.

54. According to the multiple levels of analysis anchor,A. organizational behavior is mainly the study of how all levels of the organizational hierarchy interact with the external environment.**B.** OB topics typically relate to the individual, team, and organizational levels of analysis.C. there are eight levels of analysis that scholars should recognize when conducting OB research.D. organizational events can be studied from only one level of analysis.E. corporate executives need to understand business ethics from various levels and perspectives.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: According to the multiple levels of analysis anchor, OB topics typically relate to the individual, team, and organizational levels of analysis.

55. Which of the following is a conceptual anchor in organizational behavior?**A.** contingency anchorB. economic anchorC. social anchorD. single-level anchorE. scientific anchor*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: Contingency anchor is one of the five conceptual anchors in organizational behavior.

56. Organizational behavior relies on \_\_\_\_\_ to represent the principles on which organizational behavior is developed and refined.**A.** anchorsB. societal changeC. technologyD. employee relationshipsE. investments*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Organizational Behavior (OB)*

Feedback: Technological change, globalization, emerging employment relationships, and increasing workforce diversity are just a few of the societal changes that make organizational behavior knowledge more useful than ever before. To understand these and other topics, OB relies on a set of basic beliefs or knowledge structures. These conceptual anchors represent the principles on which OB knowledge is developed and refined.

57. Systematic research investigation is the basis forA. globalization.**B.** evidence-based management.C. emerging employment relationships.D. contingency reports.E. problem-solving strategies.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Systematic research investigation is the basis for evidence-based management—making decisions and taking actions guided by research evidence. It makes perfect sense that management practice should be founded on the best available systematic knowledge.58. The best leadership style, the best conflict-handling style, and the best organizational structure are all examples ofA. anchors.B. research topics.**C.** contingencies.D. disciplines.E. management styles.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Contingencies are identified in many OB theories, such as the best leadership style, the best conflict-handling style, and the best organizational structure.59. Welcoming theories and knowledge from other disciplines is which anchor of organizational behavior?A. systematic research**B.** multidisciplinaryC. contingencyD. multiple levels of analysisE. effectiveness*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Behavior (OB)*

Feedback: Another organizational behavior anchor is that the field should welcome theories and knowledge from other disciplines, not just from its own isolated research base. For instance, psychological research has aided our understanding of individual and interpersonal behavior.60. The understanding that no single solution is best in all circumstances is a variable for the \_\_\_\_\_ anchor.**A.** systematic researchB. contingencyC. multidisciplinaryD. multiple levels of analysisE. effectiveness*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: People and their work environments are complex, and the field of organizational behavior recognizes this by stating that the effect of one variable on another variable often depends on the characteristics of the situation or people involved. In practice, this means that a single outcome or solution rarely exists; a particular action may have different consequences under different conditions.

61. Which of the following perspectives of organizational effectiveness argues that companies take their sustenance from the environment and, in turn, affect that environment through their outputs?A. stakeholderB. systematic researchC. high-performance work practiceD. organizational learning**E.** open systems*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Open System*

Feedback: The open systems perspective views organizations as complex organisms that "live" within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment.

62. Organizational behavior views organizations asA. non-systems.B. a single unitary subsystem.**C.** open systems.D. closed systems.E. a system without interactions with the external environment.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Open System*

Feedback: The open systems perspective views organizations as complex organisms that "live" within an external environment.

63. The open systems anchor of organizational behavior states that**A.** organizations affect and are affected by their external environments.B. organizations can operate efficiently by ignoring changes in the external environment.C. people are the most important organizational input needed for effectiveness.D. organizations should avoid internal conflicts to achieve efficiency.E. organizations should be open to internal competition to be able to obtain a sustainable competitive advantage.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Open System*

Feedback: The open systems perspective views organizations as complex organisms that "live" within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment.

64. Which organizational behavior perspective discusses inputs, outputs, and feedback?A. organizational learning**B.** open systemsC. multidisciplinaryD. systematic researchE. intellectual capital*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Open System*

Feedback: According to the open systems perspective, organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs.

65. According to the open systems view of organizations, \_\_\_\_\_ is (are) an input for organizations.A. incentive plansB. products**C.** financial resourcesD. employee motivationE. employee behavior*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Open System*

Feedback: According to the open systems perspective, the inputs are external factors such as raw materials, human resources, information, financial resources, and equipment.

66. ACME Software Inc. has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization and to inform them of the changing market conditions. This training program relates most closely with which of the following concepts?A. contingency anchorB. grounded theory**C.** open systemsD. virtual teamsE. telecommuting*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Open System*

Feedback: According to the open systems perspective, successful organizations monitor their environments and are able to maintain a close "fit" with those changing conditions. It also considers how well it operates internally—that is, how well the company transforms inputs into outputs. It explains the interdependence of employees and departments within the organization.

67. A firm has good associations with its customers, suppliers, and others who provide added mutual value for the firm. Name the form of intellectual capital that is possessed by the firm due to its good associations.A. structural capitalB. intellectual capitalC. human capitalD. knowledge capital**E.** relationship capital*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: Relationship capital is a form of intellectual capital, which is the value derived from an organization's relationships with customers, suppliers, and others who provide added mutual value for the organization. It includes the organization's goodwill, brand image, and combination of relationships that organizational members have with people outside the organization.

68. The \_\_\_\_\_ perspective, also called knowledge management, views knowledge as the main driver of competitive advantage.A. open systems**B.** organizational learningC. stakeholderD. systematic researchE. shared values*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: The open systems perspective has traditionally focused on physical resources that enter the organization and are processed into physical goods. The organizational learning perspective (also called knowledge management) views knowledge as the main driver of competitive advantage. It is an extension of the open systems perspective.

69. Intellectual capital refers to theA. total spending on training and development of employees.B. total number of employees in the organization.C. total cost of computers and other "intelligent" machines in the organization.**D.** stock of knowledge that resides in an organization.E. cost of hiring a typical employee.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: A company's stock of knowledge is called its intellectual capital.

70. Organizations retain intellectual capital by**A.** transferring employee capital into structural capital.B. encouraging employees to take early retirement.C. discouraging employees from communicating with each other.D. reducing the level of documentation in organizations.E. building strong human capital.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: Human capital is the knowledge available with the employees and is risky for the organization. It has to be converted to structural capital, which includes knowledge captured and retained in an organization's systems and structures, such as the documentation of work procedures and the physical layout of the production line.

71. Which of the following typically results in a loss of intellectual capital?A. The employees help the organization discover opportunities.B. The employees protect the firm from threats in the external environment.**C.** The company sells one of its divisions and its employees now work for the other organization.D. The workers help in documentation of work procedures.E. The company has a good physical layout of the production line.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Organizational Development*

Feedback: Intellectual capital refers to the stock knowledge residing in the organization, which consists of human capital, structural capital, and so on. Human capital is a competitive advantage as well as a huge risk for most organizations. When key people leave, they take with them some of the most valuable knowledge that makes the company effective.

72. Which of the following is a form of knowledge acquisition?A. observation**B.** experimentationC. documentationD. internal communicationE. group discussion*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. It involves individual learning, environment scanning, grafting, and experimentation.

73. As part of the knowledge management process, experimentation is conducive toA. measuring intellectual capital.**B.** knowledge acquisition.C. increasing organizational memory.D. knowledge sharing.E. unlearning.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. It involves individual learning, environment scanning, grafting, and experimentation.

74. Eastern University performs a daily computer search through newspaper articles to identify any articles about the university or its faculty members. University administrators use this information to receive feedback about how the public reacts to university activities. In knowledge management, searching for newspaper articles and other external writing about the organization is mainly a form of**A.** knowledge acquisition.B. grafting.C. organizational unlearning.D. knowledge sharing.E. documentation.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Organizational Development*

Feedback: Knowledge acquisition includes extracting information and ideas from the external environment as well as through insight. Environmental scanning is used for knowledge acquisition.

75. Twice every year, a major car parts manufacturer brings together the production and engineering specialists from its eight divisions to discuss ideas, solutions, and concerns. This helps to minimize the "silos of knowledge" problem that exists in many organizations. This practice is primarily an example ofA. grafting.B. experimentation.**C.** knowledge sharing.D. documentation.E. organizational unlearning.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Organizational Development*

Feedback: Knowledge sharing involves distributing knowledge to others across the organization.

76. With \_\_\_\_\_, the value of new information is recognized, assimilated, and used for value-added activities.A. perception abilityB. realization capacityC. observation skill**D.** absorptive capacityE. adaptive capacity*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: Absorptive capacity is the ability to recognize the value of new information, assimilate it, and use it for value-added activities. An important prerequisite for acquiring new knowledge is the amount and quality of knowledge already held within the organization.

77. A computer maintenance company wants to capture the knowledge that employees carry around in their heads by creating a database where employees document their solutions to unusual maintenance problems. This practice tries toA. transform intellectual capital into knowledge management.**B.** transfer human capital into structural capital.C. prevent relationship capital from interfering with human capital.D. reduce the amount of human capital.E. transfer structural capital into relationship capital.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: Human capital is the knowledge available with the employees and is risky for the organization. It has to be converted to structural capital, which includes knowledge captured and retained in an organization's systems and structures, such as the documentation of work procedures and the physical layout of the production line.

78. The perspective that effective organizations incorporate several workplace practices that leverage the potential of human capital is called the \_\_\_\_\_ perspective.**A.** HPWPB. learningC. human capitalD. intellectual capitalE. open systems*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: High-Performance Work Practices (HPWP)*

Feedback: The HPWP (high-performance work practice) perspective states that organizations become more effective through workplace practices that enhance human capital.

79. Which of the following statements is true about human capital in an organization?A. Human capital helps the organization use opportunities more than realizing them.B. The existence of human capital increases the threats in the external environment.C. Human capital is non-substitutable though it is abundant.D. Human capital is independent of the challenges of the external environment.**E.** It is a key variable in the HPWP model of organizational effectiveness.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: High-Performance Work Practices (HPWP)*

Feedback: The HPWP perspective states that human capital, the knowledge, skills, and abilities that employees possess, is an important source of competitive advantage for organizations.

80. Employees, suppliers, and governments**A.** are organizational stakeholders.B. are rarely considered in organizational behavior theories.C. represent the three levels of analysis in organizational behavior.D. are excluded from the open systems anchor.E. are independent units in an organizational set up.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: Stakeholders include individuals, organizations, and other entities that affect, or are affected by, the organization's objectives and actions.

81. Stable, long-lasting beliefs about what is important in a variety of situations areA. intellectual capital.B. the foundations of the open systems anchor.C. the main reason why virtual teams fail.D. rarely studied in the field of organizational behavior.**E.** the values of the organization.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations.

82. The topic of ethics is most closely associated with the \_\_\_\_\_ perspective.**A.** stakeholderB. systemsC. high-performance work practicesD. open systems anchorE. contingency*AACSB: EthicsAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: The stakeholder perspective provides the strongest case for ethics and corporate social responsibility. In fact, it emerged out of earlier writing about ethics and corporate social responsibility.

83. \_\_\_\_\_ refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.A. Performance orientation**B.** EthicsC. Multicultural teamsD. Legal obligationsE. Organizational behavior*AACSB: EthicsAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.

84. Which of these organizational behavior trends is corporate social responsibility most closely related to?A. workforce diversityB. employment relationshipsC. information technologyD. globalization**E.** workplace values and ethics*AACSB: EthicsAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: By linking values to organizational effectiveness, the stakeholder perspective also incorporates ethics and corporate social responsibility into the organizational effectiveness equation. Hence, corporate social responsibility is most closely related to workplace values and ethics.

85. \_\_\_\_\_ refers to an organization's moral obligation toward all of its stakeholders.A. ValuesB. Legal obligationC. Multicultural teams**D.** Corporate social responsibilityE. Organizational behavior*AACSB: EthicsAACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*

Feedback: Corporate social responsibility refers to an organization's moral obligation toward all of its stakeholders. It is the view that companies have a contract with society, in which they must serve stakeholders beyond shareholders and customers.

86. The triple-bottom-line philosophy saysA. companies should pay three times as much attention to profits as they do to employee wellbeing.B. the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.C. business success increases by having three times more contingent workers than permanent employees.D. companies should treat their local, national, and global customers fairly.**E.** companies should try to support the economic, social, and environmental spheres of sustainability.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: As part of CSR, many companies have adopted the triple-bottom-line philosophy. They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability. Firms that adopt the triple bottom line aim to survive and be profitable in the marketplace (economic), but they also intend to maintain or improve conditions for society (social) as well as the physical environment.

87. Which of the following is most closely associated with corporate social responsibility?A. knowledge management**B.** triple bottom lineC. absorptive capacityD. adaptive abilityE. knowledge acquisition*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*

Feedback: As part of CSR, many companies have adopted the triple bottom line philosophy: They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability.

88. Organizational effectiveness is considered the \_\_\_\_\_ in organizational behavior.**A.** ultimate dependent variableB. goal-setting attainmentC. best yardstickD. goodness fitsE. open door*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Leader Effectiveness*

Feedback: In fact, organizational effectiveness is considered the ultimate dependent variable in organizational behavior. This means that organizational effectiveness is the outcome that most OB theories are ultimately trying to achieve. Many theories use different labels—organizational performance, success, goodness, health, competitiveness, excellence—but they are basically presenting models and recommendations that help organizations become more effective.

89. The \_\_\_\_\_ of organizational effectiveness is a composite of four perspectives: open systems, organizational learning, high-performance work practices, and stakeholders.A. open systemB. dependent variable**C.** best yardstickD. good fitE. dependent variable*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Leader Effectiveness*

Feedback: The best yardstick of organizational effectiveness is a composite of four perspectives: open systems, organizational learning, high-performance work practices, and stakeholders.

90. Which perspective emphasizes the external dependence of organizations?**A.** open systemB. closed systemC. transformation processD. good fitE. independent variable*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Leader Effectiveness*

Feedback: The word "open" describes this permeable relationship, whereas closed systems operate without dependence on or interaction with an external environment.

91. In \_\_\_\_\_, organizations receive feedback from the external environment regarding the value of their outputs, the availability of future inputs, and the appropriateness of the transformation process.A. good fit**B.** open systemsC. organizational effectivenessD. innovative processesE. closed systems*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Open System*

Feedback: In open systems, organizations receive feedback from the external environment regarding the value of their outputs, the availability of future inputs, and the appropriateness of the transformation process.

92. Organizations maintain a good environmental fit in all of the following ways exceptA. adapting to the environment.B. influencing the environment.C. moving to a more favorable environment.**D.** designing products and work processes.E. acclimating to the environment.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Leader Effectiveness*

Feedback: Organizations maintain a good environmental fit in three ways:

1. adapting to the environment
2. influencing the environment
3. moving to a more favorable environment*.*

93. What is the most common indicator of effective internal subsystems?A. adaptability**B.** efficiencyC. innovativenessD. transformationE. success*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Leader Effectiveness*

Feedback: The most common indicator of effective internal subsystems is their efficiency.94. When organizations find ways to acquire, share, use, and store knowledge, they are demonstrating the perspective ofA. intellectual capital.B. innovation.**C.** organizational learning.D. open systems.E. organizational efficiency.*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Leader Effectiveness*

Feedback: Welch was describing the second perspective of organizational effectiveness, called organizational learning. This perspective takes the view that organizations are effective when they find ways to acquire, share, use, and store knowledge.95. \_\_\_\_\_ knowledge is the process of retaining knowledge, which is known as organizational memory.**A.** StoringB. UsingC. SharingD. AcquiringE. Evaluating*AACSB: Knowledge ApplicationAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Leader Effectiveness*

Feedback: Storing knowledge is the process of retaining knowledge, which is known as organizational memory.

**Scenario A**

Your roommate, Allison Albright, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, can you help Allison obtain knowledge of organizational behavior?

96. To help Allison understand some preliminary information about OB, which of these statements about the field is true?A. Organizational behavior scholars give more importance to individual characteristics than structural characteristics.B. The field of organizational behavior is independent of the concepts and theories from other fields of inquiry.C. Organizational behavior emerged as a distinct field late in the 1990s.D. Given the specific utility of the field, OB is useful for the managers in the organizations but not for the employees.**E.** Organizational behavior scholars study what people think, feel, and do in and around organizations.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations.

97. Allison should understand that organizational behavior knowledgeA. should never be used to influence the behavior of other people.B. should be used only by managers and senior executives.C. should never replace common-sense knowledge about how organizations work.**D.** is relevant to everyone who works in organizations.E. is an independent science that has evolved independently.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Everyone has to understand the behavior of others and oneself. So OB is for everyone.

98. Allison thinks that organization is the same as an organism. However, in the field of organizational behavior, organizations are best described asA. legal entities that must abide by government regulations and pay taxes.B. physical structures with observable capital equipment.C. social entities with a publicly stated set of formal goals.**D.** groups of people who work interdependently towards some purpose.E. any social entity with profit-centered motives and objectives.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: RememberLearning Objective: 01-01 Define organizational behavior and organizations; and discuss the importance of this field of inquiry.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

Feedback: Organizations are groups of people who work interdependently toward some purpose. **Scenario B**

As an owner and manager of Tricky Toys, Bob Baldwin has been fascinated by all the changes occurring and transforming the workplace. Bob is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

99. Bob has been interested in this trend of globalization. He should know that globalization occurs when an organization**A.** increases its connectivity with people and organizations in other parts of the world.B. serves diverse customers within the firm's home country.C. has a diverse workforce within the firm's home country.D. has a substantially strong domestic market.E. operates in a country with strict foreign trade policies.*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 1 EasyTopic: Globalization*

Feedback: Globalization refers to economic, social, and cultural connectivity with people in other parts of the world. Globalization increases when this connectivity is increased.

100. If Bob wants to study deep-level diversity in his organization, he shouldA. review the demographic characteristics of his workforce.B. consider the likelihood of long-term employment with the organization for each of his employees.C. observe the differences in the people who represent his workforce.**D.** look at different attitudes and expectations of his employees.E. research the cultural and racial background of the workforce in the industry.*AACSB: Analytical ThinkingAACSB: DiversityAccessibility: Keyboard NavigationBlooms: ApplyLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Diversity*

Feedback: Deep-level diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

101. Bob is considering the idea of implementing telecommuting in Tricky Toys. Which of the following is an advantage of telecommuting?**A.** reduced employee stressB. larger marketsC. greater demand for firm's productsD. enhanced employee recognitionE. ability to recognize the value of new information*AACSB: Analytical ThinkingAccessibility: Keyboard NavigationBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Virtual Organization*

Feedback: Telework attracts job applicants as well as improves the employee's work/life balance, which reduces stress and productivity.

102. Name the four important perspectives of organizational effectiveness. Explain each perspective.

Organizational effectiveness is a composite of four perspectives: open systems, organizational learning, high-performance work practices, and stakeholders. The open systems perspective holds that organizations depend on their external environments for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs. The organizational learning perspective (also called knowledge management) views knowledge as the main driver of competitive advantage. Specifically, organizational learning is founded on the idea that organizational effectiveness depends on the organization's capacity to acquire, share, use, and store valuable knowledge. The high-performance work practices perspective states that effective organizations incorporate several workplace practices that leverage their potential human capital. The stakeholder perspective holds that an organization must take into account the individuals, organizations, or other entities that affect, or are affected by, the organization's objectives and actions.*AACSB: Analytical ThinkingBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Leader Effectiveness*103. Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be "reengineered." This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, like many reengineering changes, this intervention resulted in lower productivity, higher employee turnover, and other adverse outcomes. Discuss likely problems with the intervention in terms of systems theory.

There are two possible ways that systems theory explains these problems. The first and more likely of these is the fact that open systems have interdependent parts. In this situation, reengineering the supplies requisition process may have disrupted other parts of the organization, which, in turn, undermined the supplies group's ability to complete their work. The point here is that open systems consist of interdependent parts and that it is always useful to ensure that changes in one part of the organization have minimal adverse effects on other parts of the organization.

The second possible (but less likely) problem is in terms of inputs, transformation, outputs, and feedback. The reengineering process may have thrown out a functioning transformation process.

The change could also have resulted in less feedback from the environment regarding how well the organization is interacting with the environment. Perhaps the change resulted in a disruption of inputs or side effects in the outputs. Student answers will vary for this question.*AACSB: Analytical ThinkingBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Open System*104. Marketing specialists at Sarasota Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Sarasota Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Sarasota Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use system theory to explain what has occurred at Sarasota Beer Co.

This incident mainly relates to the open systems idea that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. The marketing group's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs. The students could discuss the necessity of coordination and the effect of interdependence when discussing this scenario. Student answers will vary for this question.*AACSB: Analytical ThinkingBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 3 HardTopic: Open System*105. An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behavior.

The production simulation teaches teams that organizations are complex systems with many interdependent parts. As such, complex systems tend to produce unintended consequences when one part of the system is altered. The lesson here is to recognize the repercussions of subsystem actions on other parts of the organization. The student answers would vary, though they should address these issues in the answer.*AACSB: Analytical ThinkingBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Open System*106. A courier service laid off a large percentage of its production staff during last year's recession. These low-skilled employees performed routine tasks filling orders. The company now wants to rehire them. However, most of the unskilled employees have since found employment in other companies and industries. Do you think the courier company lost much intellectual capital in this situation? Explain your answer.

Intellectual capital refers to the storage and preservation of the company's stock of knowledge—in other words, the knowledge that the organization possesses. The courier company has lost some intellectual capital, but probably not a great deal. These are unskilled employees, some of whom have moved to other industries. This suggests that they might have been fairly replaceable and do not have much unique knowledge for the organization. Similarly, the tasks are fairly routine, suggesting that most knowledge is established within the task routines and thereby documented in procedures manuals.

However, some knowledge loss has occurred because every employee possesses some unique knowledge that is of value to the organization. For instance, the laid off employees may have had undocumented knowledge about the preferences of certain customers or the operation of certain equipment. When employees leave the firm, they take this knowledge with them unless it is clearly documented or retained in other ways within the organization. The student answers will vary for this question.*AACSB: Analytical ThinkingBlooms: ApplyLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*107. According to the organizational learning perspective, what are the four organizational learning processes? Explain each process.

Organizations nurture their intellectual capital through four organizational learning processes: knowledge acquisition, sharing, use, and storage. Knowledge acquisition includes extracting information and ideas from the external environment, as well as through insight. It involves individual learning, environment scanning, grafting, and experimentation. Knowledge sharing is an aspect of organizational learning that involves distributing knowledge to others across the organization. It includes communication, training, information systems, and observation. Knowledge use includes applying knowledge in ways that add value to the organization and its stakeholders. It involves knowledge awareness, knowledge location, and the freedom to apply it. Knowledge storage includes any means by which knowledge is held for later retrieval. It includes human memory, documentation, practices/habits, and databases.*AACSB: Analytical ThinkingBlooms: UnderstandLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 2 MediumTopic: Organizational Development*108. Many organizations are placing increasing importance on values in the workplace. Explain the differences among values, ethics, and corporate social responsibility.

Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. Values help us to know what is right or wrong, or good or bad, in the world. Values are an important part of our self-concept and, as such, motivate our actions.By incorporating values into organizational effectiveness, the stakeholder perspective also provides the strongest case for ethics and corporate social responsibility. Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad. We rely on our ethical values to determine "the right thing to do." Ethical behavior is driven by the moral principles we use to make decisions. These moral principles represent fundamental values.Corporate social responsibility consists of organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations.*AACSB: Analytical ThinkingAACSB: EthicsBlooms: RememberLearning Objective: 01-04 Compare and contrast the four perspectives of organizational effectiveness.Level of Difficulty: 1 EasyTopic: Organizational Development*109. The changing workforce is one of the emerging trends in organizational behavior. Describe how the workforce is changing and briefly identify two consequences of these changes for organizations.

There are numerous workforce changes that students might correctly identify. However, the textbook specifically refers to the following: (a) more ethnic diversity, (b) visible minorities represent a large percentage of the workforce and are entering occupations previously held mostly by men, and (c) younger people (Generation-X and Generation-Y) are bringing somewhat different values and needs to the workforce.

There are several consequences of these workforce changes. The textbook identifies the following: (a) potentially better decision making, (b) potentially better customer service, and (c) underrepresentation of women and ethnic minorities in senior positions (i.e. discrimination).*AACSB: Analytical ThinkingAACSB: DiversityBlooms: UnderstandLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Diversity*110. Telecommuting has been identified as an important trend in organizational behavior. Discuss three organizational behavior topics that are influenced by telecommuting.

(Note: Students may identify the relevance of various OB topics through creative and logical thinking.) Some of the organizational behavior topics that are influenced by telecommuting include the following:

* Stress management: Telecommuting tends to offer better work/family balance.
* Performance: Telecommuting seems to improve job performance by about 10 percent.
* Self-leadership: Telecommuters need to manage themselves rather than rely on supervisors for continuous guidance.
* Organizational influence and politics: Telecommuters have to adjust to the lack of networking, and learn to overcome the limitations of limited face time in demonstrating their value.

*AACSB: Analytical ThinkingBlooms: RememberLearning Objective: 01-02 Debate the organizational opportunities and challenges of technological change, globalization, emerging employment relationships, and workforce diversity.Level of Difficulty: 2 MediumTopic: Virtual Organization*111. Discuss the conceptual anchors based on which organizational behavior is developed and redefined.

The systematic research anchor states that OB knowledge should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. The multidisciplinary anchor states that organizational behavior should welcome theories and knowledge in other disciplines, not just from its own isolated research base. The contingency anchor states that a particular action may have different consequences in different situations. The multiple levels of analysis anchor states that OB events should be understood from three levels of analysis: individual, team, and organization.*AACSB: Analytical ThinkingBlooms: UnderstandLearning Objective: 01-03 Discuss the anchors on which organizational behavior knowledge is based.Level of Difficulty: 2 MediumTopic: Organizational Behavior (OB)*

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