Organizational Behavior 19th edition Robbins Test Bank

SKU: 9780137474646-TEST-BANK

Organizational Behavior, 19e **(Robbins/Judge)**
Chapter 1 What Is Organizational Behavior?

1) _____ get things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals.
A) Assistants
B) Managers
C) Secretaries
D) Interns
E) Apprentices
Answer: B
Explanation: The defining characteristic of managers is that they get things done through other people. They make decisions, allocate resources, and direct the activities of others to attain goals.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

2) Jude Littleford, a manager at an environmental organization, is currently working on a global warming project. In addition to identifying which tasks related to creating awareness about the issue need to be done, Jude is also choosing the members of her team to engage with the public and to lobby the government. She is also assigning people as team members to ensure that tasks are undertaken on time. Which of the following categories of functions is Mitchell undertaking?
A) Planning
B) Organizing
C) Scrutinizing
D) Controlling
E) Envisioning
Answer: B
Explanation: Managers are responsible for designing an organization's structure. This function is called organizing. It includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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3) Johanna Reid, a campaign manager at a child rights organization, recently started working on an illiteracy project. During the project, she needs to motivate team members to attain their project milestones and direct them through different phases of the project. Which of the following kinds of functions will these tasks be covered under?
A) Planning
B) Organizing
C) Scrutinizing
D) Evaluating
E) Leading
Answer: E
Explanation: The leading function of managers involves motivating employees, directing their activities, selecting the most effective communication channels, and resolving conflicts among members.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

4) In his role as project manager for the "Saving Sicily's Small Farms" campaign, Arthur Swift ran into problems when the campaign could not be launched publicly according to schedule. Swift monitored the schedule to find the cause of the delay before speeding up the implementation process by allocating more members for the implementation phase. By doing this, which of the following functions is he performing?
A) Controlling
B) Planning
C) Formulating
D) Leading
E) Organizing
Answer: A
Explanation: To ensure things are going as they should, management must monitor the organization's performance and compare it with previously set goals. If there are any significant deviations, it is management's job to get the organization back on track. Tasks which involve monitoring, comparing, and potential correcting are part of the controlling function.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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5) Which of the following functions do managers undertake as part of planning functions?
A) Defining an organization's goals
B) Implementing strategies for achieving goals
C) Executing plans to integrate activities
D) Accomplishing goals of a project
E) Employing strategies to coordinate tasks
Answer: A
Explanation: The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

6) According to Henry Mintzberg, a factory supervisor giving a group of high school students a tour of the plant may be termed as a _____.
A) leader
B) figurehead
C) resource allocator
D) negotiator
E) disturbance handler
Answer: B
Explanation: According to Henry Mintzberg, a figurehead is a symbolic head who is required to perform a number of routine duties of a legal or social nature.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

7) Linda Mark is a sales manager for Diconex, a company producing commercial and household heating and cooling equipment. The company has recently launched a new heat pump. Over the next few weeks, Linda will be sharing knowledge about the product with her team members. She will also need to inspire them to reach their sales targets and clarify any doubts about the new product. Which of the following roles is Ortiz playing?
A) Leader
B) Liaison
C) Disseminator
D) Spokesperson
E) Negotiator
Answer: A
Explanation: A leadership role comprises hiring, training, motivating, and disciplining employees.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

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8) Regina George works as a campaign manager in a not-for-profit organization in Hampshire. For the upcoming campaign against genetic engineering, she is networking with managers who are working on the issue of food safety. Through her network of contacts, she strives to gain information about the stakeholders in the food industry and other lobby groups. Which of the following roles is George most likely to be playing according to Mintzberg's classification of managerial roles?
A) Figurehead
B) Leader
C) Liaison
D) Entrepreneur
E) Resource allocator
Answer: C
Explanation: The liaison role involves maintaining a network of contacts who provide favors and information.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

9) Annette Simpson works for a fashion house in Paris and is preparing for the company's upcoming line of winter clothing. She is currently researching online to know what is in vogue this season. In addition, she is also networking with contacts from the press and fashion magazine editors to understand the changing tastes of consumers. Which of the following roles is Simpson playing according to Mintzberg's classification of managerial roles?
A) Figurehead
B) Leader
C) Symbol head
D) Monitor
E) Spokesperson
Answer: D
Explanation: According to Mintzberg's classification of managerial roles, the monitor role comprises collecting information from external organizations and institutions, typically by scanning the news media, talking with other people to learn about changes in the public's tastes and what competitors may be planning, and so forth.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

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10) According to Mintzberg's classification of managerial roles, the role of a(n) _____ is to transmit information received from outsiders or from other employees to members of the organization.
A) entrepreneur
B) resource allocator
C) spokesperson
D) leader
E) disseminator
Answer: E
Explanation: According to Mintzberg's classification of managerial roles, the role of a disseminator is to transmit information received from outsiders or from other employees to members of the organization.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

11) The role of a(n) _____, according to Mintzberg's classification of managerial roles, is to transmit information to outsiders about an organization's plans, policies, actions, and results and to serve as an expert in the organization's industry.
A) spokesperson
B) disturbance handler
C) entrepreneur
D) leader
E) liaison
Answer: A
Explanation: According to Mintzberg's classification of managerial roles, the role of a spokesperson is to transmit information to outsiders about an organization's plans, policies, actions, and results and to serve as an expert in the organization's industry.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

12) According to Mintzberg's classification of managerial roles, the role of a(n) _____ is to make or approve significant organizational decisions and assign human, physical, and monetary assets.
A) disseminator
B) liaison
C) entrepreneur
D) resource allocator
E) disturbance handlers
Answer: D
Explanation: According to Mintzberg's classification of managerial roles, the role of a resource allocator is to make or approve significant organizational decisions and assign human, physical, and monetary assets.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

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13) According to Mintzberg's classification of managerial roles, which of the following is a kind of interpersonal role?
A) Monitor
B) Disseminator
C) Spokesperson
D) Entrepreneur
E) Liaison
Answer: E
Explanation: According to Mintzberg's classification of managerial roles, the role of a liaison is a kind of interpersonal role which involves maintaining a network of outside contacts who provide favors and information.
LO: 1.1: Define organizational behavior (OB).
AACSB: Interpersonal relations and teamwork
Difficulty: Easy
Quest. Category: Concept

14) According to Mintzberg's classification of managerial roles, which of the following is a kind of decisional role?
A) Negotiator
B) Disseminator
C) Liaison
D) Spokesperson
E) Monitor
Answer: A
Explanation: According to Mintzberg's classification of managerial roles, the role of a negotiator is a kind of decisional role which involves representing the organization at major negotiations.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

15) The role of a(n) _____ is a type of informational role according to Mintzberg's classification of managerial roles.
A) figurehead
B) disseminator
C) liaison
D) entrepreneur
E) negotiator
Answer: B
Explanation: According to Mintzberg's classification of managerial roles, the role of a disseminator is a type of informational role which involves transmitting information received from outsiders or from other employees to members of the organization.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

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16) Which of the following is true regarding technical skills?
A) They can be learned only through formal education.
B) They encompass the ability to apply specialized knowledge.
C) They are not required at all kinds of jobs.
D) They are monopolized by professionals.
E) They comprise the ability to understand and motivate people.
Answer: B
Explanation: Technical skills encompass the ability to apply specialized knowledge or expertise. All jobs require some specialized expertise, and many people develop their technical skills on the job.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Employability Skills: IT Application and Computing Skills
Quest. Category: Concept

17) The ability to understand, communicate with, motivate, and support other people, both individually and in groups, may be defined as _____.
A) people skills
B) technical skills
C) conceptual skills
D) cognitive skills
E) analytical skills
Answer: A
Explanation: The ability to understand, communicate with, motivate, and support other people, both individually and in groups, may be defined as people skills. Managers get things done through other people, and it is crucial for them to have good people skills.
LO: 1.1: Define organizational behavior (OB).
AACSB: Written and oral communication
Difficulty: Easy
Employability Skills: Communication
Quest. Category: Concept

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18) Anna Eburt has a degree in environmental sustainability and possesses substantial knowledge about the issue of global warming. Anna was recently hired as the campaign manager at an environmental firm where she will use her knowledge to lead the public relations team of the organization. However, a few months later, the board of directors of the organization expressed dissatisfaction with Anna's performance and asked her to resign. Which of the following, if true, best explains this situation?
A) Anna had no prior experience in research and development.
B) Anna had weak interpersonal and networking skills to run the project.
C) Anna focused on the results her team achieved rather than how they achieved those results.
D) Anna is not up to date about the feasibility of using different modes of renewable energy.
E) Anna had a diverse network of contacts established from her previous job.
Answer: B
Explanation: The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines people skills. Many people are technically proficient but poor listeners, unable to understand the needs of others, or weak at managing conflicts. Since managers get things done through other people, they must have good human skills. Though Anna had substantial knowledge about the issue of global warming, her weak interpersonal and networking skills explain why she was unable to lead the public relations team efficiently. Anna having no prior experience in research and development plays no role in explaining why she was unable to lead the public relations team. Anna focusing on the results her team achieved rather than how they achieved them does not indicate her underperformance in any way. In addition, Anna not being up to date about the feasibility of using different modes of renewable energy indicates a lack of theoretical knowledge and not the inability to lead a public relations team. Anna having a diverse network of contacts established from her previous job works against the situation because it would actually help Anna in her job.
LO: 1.1: Define organizational behavior (OB).
AACSB: Interpersonal relations and teamwork
Difficulty: Hard
Employability Skills: Communication
Quest. Category: Critical Thinking

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19) Joann Hayes is currently working on a project to tackle climate change. During the project, she needs to find different options to replace the use of non-renewable energy and check the feasibility of different renewable energy options before choosing the most practical one. Which of the following skills does Hayes primarily need to use for these tasks?
A) People skills
B) Interpersonal skills
C) Conceptual skills
D) Communication skills
E) Interactive skills
Answer: C
Explanation: Managers must have the mental ability to analyze and diagnose complex situations. These tasks require conceptual skills. The ability to integrate new ideas with existing processes and innovate on the job is also a crucial conceptual skill for today's managers.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Hard
Employability Skills: Critical Thinking
Quest. Category: Application

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20) 360.org, an organization working toward curbing climate change, recently conducted an interview with Jessica for the position of a public relations officer. However, interviewers Brenda and Laura are divided over whether Jessica should be given the job. Brenda believes that Jessica does not have in-depth knowledge about the issue of global warming and its impact. On the other hand, Laura feels that Jessica would be perfect for the job because she has strong networking and interpersonal skills. Which of the following, if true, would *strengthen* Laura's argument?
A) Gaining the support of corporate giants would comprise a large part of the job.
B) Jessica will need to prepare extensive reports about the issue of climate change.
C) The role will require Jessica to give presentations to environmental experts on renewable modes of energy.
D) Jessica had negligible experience in research and development.
E) Jessica has weak analytical skills to solve problems associated with implementing options of renewable energy.
Answer: A
Explanation: The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines people skills. Many people are technically proficient but poor listeners, unable to understand the needs of others, or weak at managing conflicts. As gaining the support of corporate giants is a large part of the public relations job, it would require strong networking and interpersonal skills, which according to Laura, Jessica has. This would strengthen Laura's argument. The task of preparing extensive reports does not involve any networking skills and thus would not in any way strengthen Laura's argument. Giving presentations to environmental experts would require Laura to have in-depth knowledge of global warming and does not involve networking skills. Jessica having negligible experience in research and development and weak analytical skills to solve problems associated with implementing options of renewable energy does not require networking skills and thus does not strengthen Laura's argument.
LO: 1.1: Define organizational behavior (OB).
AACSB: Written and oral communication
Difficulty: Hard
Employability Skills: Communication
Quest. Category: Critical Thinking

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21) 360.org, an organization working toward curbing climate change, recently conducted an interview with Jessica for the position of a public relations officer. However, interviewers Brenda and Laura are divided over whether Jessica should be given the job. Brenda believes that Jessica does not have in-depth knowledge about the issue of global warming and its impact. On the other hand, Laura feels that Jessica would be perfect for the job because she has strong interpersonal skills. Which of the following, if true, would *weaken* Laura's argument?
A) Jessica was unable to fare well in the written test which analyzed her conceptual skills.
B) Jessica listened intently to the interviewers' questions before answering them.
C) Jessica was unable to communicate clearly why she was right for the job.
D) Jessica was very friendly and courteous with the receptionist while greeting her.
E) Jessica was high on confidence about getting the job because of her strong networking skills.
Answer: C
Explanation: The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines people skills. Many people are technically proficient but poor listeners, unable to understand the needs of others, or weak at managing conflicts. If Jessica were unable to communicate clearly why she was right for the job, it would weaken Laura's argument that Jessica has strong interpersonal skills. Jessica being unable to fare well in the written test which analyzed her conceptual skills does not indicate Jessica's networking skills, and thus does not weaken Laura's argument. Jessica listening intently to the interviewers' questions before answering them and greeting the receptionist indicates that she has good interpersonal skills. This strengthens Laura's argument. Jessica being high on confidence about getting the job because of her strong networking skills is irrelevant to the argument.
LO: 1.1: Define organizational behavior (OB).
AACSB: Written and oral communication
Difficulty: Hard
Employability Skills: Communication
Quest. Category: Critical Thinking

22) According to Fred Luthans and his associates, managers involved in traditional management activities undertook which of the following tasks?
A) Motivating
B) Socializing
C) Decision making
D) Training
E) Politicking
Answer: C
Explanation: Fred Luthans and his associates studied more than 450 managers who were all engaged in four managerial activities of traditional management, communication, human resource management, and networking. Activities in traditional management involved decision making, planning, and controlling.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

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23) According to Fred Luthans and his associates' study of 450 managers, _____ made the most considerable contribution to the success of managers in terms of speed of promotion within their organization.
A) networking
B) decision making
C) planning
D) controlling
E) staffing
Answer: A
Explanation: According to Fred Luthans and his associates' study of 450 managers, networking made the most considerable contribution to the success of managers in terms of speed of promotion within their organization. Human resource management activities made the least relative contribution.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

24) According to Fred Luthans and his associates, managers who are involved in networking activities are most likely to undertake which of the following?
A) Planning
B) Decision making
C) Controlling
D) Politicking
E) Staffing
Answer: D
Explanation: Fred Luthans and his associates studied more than 450 managers who were all engaged in four managerial activities of traditional management, communication, human resource management, and networking. Networking activities are comprised of socializing, politicking, and interacting with outsiders.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

25) Which of the following best defines organizational behavior?
A) It involves the study of groups of people coming together for collective bargaining.
B) It involves the study of what people do in a company and how it affects the company's performance.
C) It involves analyzing different people in an industry with independent profit-centered motives.
D) It involves developing exclusively the knowledge of managers and senior-level employees.
E) It is a field which is not influenced by factors in the external world.
Answer: B
Explanation: Organizational behavior refers to the study of what people do in an organization and how their behavior affects the organization's performance.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

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26) Which of the following determinants of behavior does organizational behavior study?
A) Profits
B) Job satisfaction
C) Perks
D) Individuals
E) Collective bargaining
Answer: D
Explanation: Organizational behavior studies the three determinants of behavior in organizations. These are comprised of individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

27) Interacting with outsiders is part of which managerial activity?
A) Traditional management
B) Communication
C) Human resources management
D) Networking
E) Data collection
Answer: D
Explanation: According to research by Luthans and his associates of 450 managers, all engaged in four managerial activities: traditional management (decision making, planning, and controlling); communication (exchanging routine information and processing paperwork); human resources management (motivating, disciplining, managing conflict, staffing, and training); and networking (socializing, politicking, and interacting with outsiders).
LO: 1.1: Define organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

28) According to a study by Monster of about a million job postings, the most frequently desired skills in job applicants are communications skills followed by other OB-related skills like problem solving and influence skills.
Answer: TRUE
Explanation: Communications skills topped the list of most frequently desired skills in job applicants according to Monster's study of about a million market-wide job postings. Other desired skills included problem-solving skills and influence skills.
LO: 1.1: Define organizational behavior (OB).
AACSB: Written and oral communication
Difficulty: Easy
Employability Skills: Communication
Quest. Category: Concept

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29) An organization is a consciously coordinated social unit composed of two or more people.
Answer: TRUE
Explanation: An organization is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

30) The planning function involves defining an organization's goals and establishing an overall strategy for achieving those goals.
Answer: TRUE
Explanation: The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

31) A degree in architecture will provide a student with the people skills required for a job.
Answer: FALSE
Explanation: Technical skills encompass the ability to apply specialized knowledge or expertise. The ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines people skills.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

32) Organizational behavior applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively.
Answer: TRUE
Explanation: Organizational behavior is a field of study investigating the impact that individuals, groups, and structure have on behavior within organizations to apply such knowledge toward improving an organization's effectiveness.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Easy
Quest. Category: Concept

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33) Discuss the growing importance of interpersonal skills in the workplace.
Answer: Historically, business school curricula emphasized the technical aspects of management, focusing on economics, accounting, finance, and quantitative techniques. Course work in human behavior and people skills received relatively less attention. Over the past several decades, however, business schools have realized the role that interpersonal skills play in determining a manager's effectiveness and required courses on people skills have been added to many curricula. Developing managers' interpersonal skills also helps organizations attract and keep high-performing employees. Regardless of labor market conditions, outstanding employees are always in short supply. Having managers with good interpersonal skills is likely to make the workplace more pleasant, which in turn makes it easier to hire and keep qualified people. Creating a pleasant workplace also appears to make good economic sense.
LO: 1.1: Define organizational behavior (OB).
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Quest. Category: Concept

34) Compare and contrast the management functions of planning, organizing, and leading.
Answer: The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities. On the other hand, the organizing function includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made. The leading function is comprised of managers motivating employees, directing their activities, selecting the most effective communication channels, and resolving conflicts among members.
LO: 1.1: Define organizational behavior (OB).
AACSB: Reflective thinking
Difficulty: Moderate
Quest. Category: Synthesis

35) Edwina Carruthers works as a sales manager at Northwest Bank. Using Mintzberg's concept of leadership role, explain the nature of the tasks she would be performing.
Answer: The leadership role comprises hiring, training, motivating, and disciplining employees. If Carruthers undertakes the leadership role, she would be hiring sales executives and other team members. She would also be training them on product knowledge and motivating them to reach their sales targets. In addition, she would be disciplining employees to follow rules and regulations and the code of conduct of the organization.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

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36) According to Mintzberg, how does the monitor role differ from the disseminator role?
Answer: The monitor role involves collecting information from external organizations and institutions, typically by scanning the news media including the Internet, and talking with other people to learn of changes in the public's tastes, what competitors may be planning, and so forth. On the other hand, the disseminator role comprises transmitting information received from outsiders or from other employees to members of the organization.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Synthesis

37) How do Mintzberg's roles of a liaison, spokesperson, and entrepreneur differ from one another? Explain.
Answer: According to Mintzberg's managerial roles, a person with the role of a liaison has an interpersonal role. The role involves maintaining a network of outside contacts who provide favors and information. The role of a spokesperson, on the other hand, is an informational role. It involves transmitting information to outsiders on organization plans, policies, actions, and results. This person serves as an expert on the organization's industry. In contrast, the role of an entrepreneur is a decisional role. It deals with searching organizations and its environment for opportunities and initiating projects to bring about change.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Synthesis

38) Explain the difference between conceptual skills and people skills?
Answer: Conceptual skills comprise the mental ability to analyze and diagnose complex situations. The abilities to integrate new ideas with existing processes and innovate on the job are crucial conceptual skills for today's managers. On the other hand, the ability to understand, communicate with, motivate, and support other people, both individually and in groups, defines people skills. For instance, many people are technically proficient, but they are poor listeners. They are unable to understand the needs of others or are weak at managing conflicts. Managers should have good people skills because they need to get tasks done by people.
LO: 1.1: Define organizational behavior (OB).
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Synthesis

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39) Define organizational behavior and explain how it is used by organizations.
Answer: Organizational behavior is the study of what people do in an organization and how their behavior affects the organization's performance. It studies three determinants of behavior in organizations: individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively. It is concerned specifically with employment-related situations and thus emphasizes behavior as related to concerns such as jobs, work, absenteeism, employee turnover, productivity, human performance, and management.
LO: 1.1: Define organizational behavior (OB).
Difficulty: Moderate
Quest. Category: Concept

40) Systematic study uses _____ to look at relationships to attribute causes and effects.
A) intuition
B) feelings
C) data
D) instinct
E) premonition
Answer: C
Explanation: Systematic study looks at relationships to attribute causes and effects, and bases the conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Easy
Quest. Category: Concept

41) Which of the following is true regarding systematic study?
A) It attributes causes and effects based on intuition.
B) It involves supporting decisions based on gut feelings.
C) It analyzes relationships based on previous experiences.
D) It involves analyzing relationships based on scientific data.
E) It involves taking action based on instinct.
Answer: D
Explanation: Systematic study looks at relationships to attribute causes and effects, and bases the conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Moderate
Quest. Category: Concept

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42) In order to predict human behavior, it is best to supplement intuitive opinions with information derived from _____.
A) common sense
B) direct observation
C) systematic study
D) speculation
E) organizational theory
Answer: C
Explanation: To make good OB decisions it is important to use evidence to supplement intuition and experience. Evidence should come through systematic study, which involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Easy
Quest. Category: Concept

43) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence, all constitute aspects of _____ study.
A) organizational
B) intuitive
C) theoretical
D) systematic
E) case-based
Answer: D
Explanation: Systematic study means looking at relationships, attempting to attribute causes and effects, and basing the conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Easy
Quest. Category: Concept

44) _____ refers to basing managerial decisions on the best available scientific proof.
A) Emergency management
B) Personal knowledge management
C) Property management
D) Evidence-based management
E) Knowledge management
Answer: D
Explanation: The basing of managerial decisions on the best available scientific evidence can be termed as evidence-based management.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Easy
Quest. Category: Concept

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45) Which of the following refers to an instinctive feeling not necessarily supported by research?
A) Intuition
B) Reasoning
C) Rationality
D) Logic
E) Inference
Answer: A
Explanation: An instinctive feeling not necessarily supported by research is known as intuition.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Easy
Quest. Category: Concept

46) One reason for data analytics is _____.
A) eliminating all risk
B) predicting any event
C) encouraging repeat purchases
D) facilitating decision making
Answer: B
Explanation: The reasons for data analytics include predicting any event; detecting how much risk is incurred at any time; and preventing catastrophes large and small.
LO: 1.2: Show the value of systemic study to OB.
AACSB: Reflective thinking
Difficulty: Moderate
Quest. Category: Concept

47) _____ revolutionized the bookselling industry.
A) Mintzberg's Theory of Management
B) Evidence-based management
C) Luthan's findings on management behavior
D) Intuition
E) The availability of Big Data
Answer: E
Explanation: Big Data refers to the extensive use of statistical compilation and analysis. Before online selling, brick-and-mortar bookstores could collect data about book sales only to make their projections about consumer interests and trends. With the advent of Amazon, suddenly a vast array of information about consumer preferences became available for tracking: what customers bought, what they looked at, how they navigated the site, and what they were influenced by. The challenge for Amazon was to identify which statistics were persistent and predictive and to use this information to develop algorithms to forecast which books customers would like to read next.
LO: 1.2: Show the value of systemic study to OB.
AACSB: Reflective thinking
Difficulty: Moderate
Quest. Category: Critical Thinking

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48) Which is *not* a member of the Gig Economy?
A) A full-time manager
B) A temporary worker
C) A freelancer
D) An independent contractor
E) A contract worker
Answer: A
Explanation: Temporary workers, freelancers, independent contractors, and contract workers are all examples of individuals participating in the Gig Economy. Outside a full-time employee's traditional role, non-standard worker arrangements are much more common in today's workplace.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Moderate
Quest. Category: Concept

49) The practice known as *management by walking around* is limited by available hours, focus, and application.
Answer: TRUE
Explanation: While MBWA sounds helpful, its limitations suggest that modern practices focused on building trust and relationships are more effective for management. Limitations include available hours, focus, and application.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Easy
Quest. Category: Concept

50) Evidence-based management complements systematic study by basing managerial decisions on the best available scientific evidence.
Answer: TRUE
Explanation: Evidence-based management complements systematic study by basing managerial decisions on the best available scientific evidence. Systematic study and EBM add to intuition, or those gut feelings that help understand people better.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Easy
Quest. Category: Concept

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51) Why is it important to complement intuition with systematic study in our attempts to understand behavior within organizations?
Answer: It is important to complement intuition with systematic study to understand behavior within organizations in order to make accurate predictions of behavior. Underlying this systematic approach is the belief that behavior is not random. Rather, one can identify fundamental consistencies underlying the behavior of all individuals and modify them to reflect individual differences. The systematic study of behavior is a means to making reasonably accurate predictions. Systematic study involves looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Moderate
Quest. Category: Concept

52) What is evidence-based management (EBM)?
Answer: Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. For example, we want doctors to make decisions about patient care based on the latest available evidence, and EBM argues that managers should do the same, becoming more scientific in how they think about management problems. A manager might pose a managerial question, search for the best available evidence, and apply the relevant information to the question or case at hand.
LO: 1.2: Show the value of systemic study to OB.
Difficulty: Moderate
Quest. Category: Concept

53) Explain the meaning of Big Data and discuss how its increased availability has led to new privacy concerns.
Answer: As technological capabilities for handling Big Data have increased, so have issues of privacy. This is particularly true when data collection includes surveillance instruments. For instance, an experiment in Brooklyn, New York, has been designed to improve the quality of life for residents, but the researchers will collect intensive data from infrared cameras, sensors, and smartphone Wi-Fi signals.
LO: 1.2: Show the value of systemic study to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Concept

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54) What seeks to measure, explain, and sometimes change the behavior of humans and other animals?
A) Meteorology
B) Anthropology
C) Sociology
D) Lexicology
E) Psychology
Answer: E
Explanation: Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. Those who have contributed and continue to add to the knowledge of OB are learning theorists, personality theorists, counseling psychologists, and most important, industrial and organizational psychologists.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

55) _____ blends concepts from both psychology and sociology to focus on people's influence on one another.
A) Social psychology
B) Cosmology
C) Parapsychology
D) Anthropology
E) Psychiatry
Answer: A
Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area is change, which involves how to implement it and how to reduce barriers to its acceptance.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

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56) Which of the following is a difference between sociology and psychology?
A) Sociology studies humans and animals whereas psychology focuses exclusively on humans.
B) Sociology studies people in relation to their social culture whereas psychology focuses on the individual.
C) Sociology incorporates research from social sciences, philosophy, and natural sciences; psychology does not.
D) Sociology uses various methods of empirical investigation whereas psychology uses limited critical analyses.
E) Sociology uses only qualitative techniques whereas psychology uses both qualitative and quantitative techniques.
Answer: B
Explanation: While psychology focuses on the individual, sociology studies people in relation to their social environment or culture.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Moderate
Quest. Category: Concept

57) The study of societies to learn about human beings and their activities is known as _____.
A) anthropology
B) psychology
C) sociology
D) psychiatry
E) social psychology
Answer: A
Explanation: Anthropology is the study of societies to learn about human beings and their activities.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

58) _____ is most likely to involve studying organizational culture, formal organization theory and structure.
A) Sociology
B) Psychology
C) Anthropology
D) Psychiatry
E) Social psychology
Answer: A
Explanation: Sociologists study organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

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59) Austin Reed is a graduate student helping to organize a study on individual job satisfaction. The study focuses on the top five causes of satisfaction or dissatisfaction on the job. His department is surveying 200 individuals in 100 different types of organizations. Austin is most likely a graduate student in the department of _____.
A) psychology
B) anthropology
C) political science
D) entomology
E) archaeology
Answer: A
Explanation: Because Austin's study focuses on the causes of individual job satisfaction, he is most likely conducting the study through the department of psychology. Psychology is defined as the science which seeks to measure, explain, and sometimes change the behavior of humans and it focuses on the individual.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

60) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which faculty member is most likely to furnish information about personality, learning, and motivation?
A) Sociology
B) Psychology
C) Anthropology
D) Political science
E) Industrial engineering
Answer: B
Explanation: Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. Psychology's focus on the individual has led to contributions in the areas of learning, personality, emotions, motivational forces, and more.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

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61) Myriam is analyzing the gender roles of men and women in management in the United States and comparing them to the gender roles in management in Japan. She is surveying fifty male and fifty female managers in each country to compare their daily behavior. Myriam's study exemplifies how _____ contributes to OB.
A) anthropology
B) psychology
C) archaeology
D) political science
E) corporate strategy
Answer: A
Explanation: Myriam is an anthropologist. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

62) One major study area of social psychology is change, how to implement it, and how to reduce barriers to its acceptance.
Answer: TRUE
Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area of social psychology is change, how to implement it, and how to reduce barriers to its acceptance.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

63) While sociology focuses on the individual, psychology studies people in relation to their social environment or culture.
Answer: FALSE
Explanation: While psychology focuses on the individual, sociology studies people in relation to their social environment or culture.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

64) Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals.
Answer: TRUE
Explanation: Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

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65) Entomology is the study of societies to learn about human beings and their activities.
Answer: FALSE
Explanation: Anthropology is the study of societies to learn about human beings and their activities.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Easy
Quest. Category: Concept

66) Explain how psychology and sociology contribute to our understanding of organizational behavior?
Answer: Psychology seeks to measure, explain, and change the behavior of humans. Early industrial/organizational psychologists studied the problems of fatigue, boredom, and other working conditions that could impede efficient work performance. More recently, their contributions have expanded to include learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
Difficulty: Moderate
Quest. Category: Concept

67) Explain the similarities and differences between the fields of psychology, social psychology, and sociology.
Answer: All three fields deal with human behavior. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on people's influence on one another. Thus, it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.
LO: 1.3: Identify the major behavioral science disciplines that contribute to OB.
AACSB: Analytical thinking
Difficulty: Hard
Quest. Category: Synthesis

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68) Which of the following is true regarding contingency variables?
A) They refer to situational factors that moderate the relationship between two or more variables.
B) They make simple, accurate, and sweeping generalizations about concepts in organizational behavior.
C) They indicate that everyone is motivated by money and financial perks.
D) They refer to scientific factors which are based on universal truths.
E) They remain constant irrespective of any change in the environment.
Answer: A
Explanation: Contingency variables refer to situational factors that moderate the relationship between two or more variables.
LO: 1.4: Demonstrate why few absolutes apply to OB.
Difficulty: Moderate
Quest. Category: Concept

69) Raymond Mayer is conducting a study on discrimination against campaign activists based on gender. In his study, he noted that male executives who visited Indonesian villages to promote the use of renewable energy received a highly positive response. In contrast, women who visited the same villages received an antagonistic response. However, Mayer stated that his findings only applied to villages. In this study, the presence of a village is considered a _____ variable.
A) global
B) general
C) dependent
D) non-reactive
E) contingency
Answer: E
Explanation: Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say x leads to y, but only under conditions specified in z. Humans are unpredictable in nature, and thus all organizational behavior studies must have contingency variables.
LO: 1.4: Demonstrate why few absolutes apply to OB.
AACSB: Analytical thinking
Difficulty: Hard
Quest. Category: Application

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70) Which type of variables moderate the relationship between two or more variables?
A) Global
B) General
C) Dependent
D) Non-reactive
E) Contingency
Answer: E
Explanation: Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say x leads to y, but only under conditions specified in z. Humans are unpredictable in nature, and thus all organizational behavior studies must have contingency variables.
LO: 1.4: Demonstrate why few absolutes apply to OB.
Difficulty: Easy
Quest. Category: Concept

71) Human beings are simple in nature and, thus, simple, universal principles explain all kinds of organizational behavior.
Answer: FALSE
Explanation: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Since human beings are not alike, the ability to make simple, accurate, generalizations is limited.
LO: 1.4: Demonstrate why few absolutes apply to OB.
Difficulty: Easy
Quest. Category: Concept

72) Organizational behavior cannot offer reasonably accurate explanations of human behavior or make valid predictions.
Answer: FALSE
Explanation: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Since human beings are not alike, the ability to make simple, accurate, generalizations is limited. However, it does not mean that one cannot offer reasonably accurate explanations of human behavior or make valid predictions.
LO: 1.4: Demonstrate why few absolutes apply to OB.
Difficulty: Easy
Quest. Category: Concept

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73) Why do only a few absolutes apply to organizational behavior?
Answer: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Since we are not alike, our ability to make simple, accurate, generalizations is limited. For instance, two people often act very differently in the same situation, and the same person's behavior changes in different situations. Not everyone is motivated by money, and people may behave differently at a religious service than they do at a party. That does not mean, of course, that we cannot offer reasonably accurate explanations of human behavior or make valid predictions. It does mean that OB concepts must reflect situational, or contingency, conditions.
LO: 1.4: Demonstrate why few absolutes apply to OB.
Difficulty: Moderate
Quest. Category: Concept

74) _____ is a likely outcome of globalization.
A) Providing poor customer service to the majority of global customers
B) Increased expatriate assignments
C) Managing a culturally homogeneous workforce
D) Reduced integration
E) Working with people from the same culture
Answer: B
Explanation: As a result of globalization, you are much more likely to find yourself working outside your native country as an expatriate
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Critical Thinking

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75) Howley Home, a popular American company selling affordable home furnishings sourced from around the world, recently appointed Richard Toms to head up the company's business in Morocco. The company's business in Morocco has been growing due to the popularity of the handmade carpets Howley Home imports. After reviewing his predecessor's files and meeting with suppliers and company representatives in Morocco, Richard notices that productivity slows down on Fridays, especially in the afternoons. Richard also notices that no products are shipped on Fridays at all. Richard sends an email to the suppliers asking that they start shipping goods on Fridays and also increase the number of hours worked. Richard is confident that these actions will improve overall efficiency and contribute to higher revenues. Which of the following is a flaw in Richard's plan?
A) Most of Howley Home's Moroccan suppliers ship goods Mondays through Thursdays.
B) A significant share of Morocco's revenue comes from agriculture.
C) Morocco is a Muslim country in which most people practice Islam.
D) The government of Morocco provides substantial subsidies to start-up companies.
E) Howley Home has alliances with local furniture companies in Vietnam.
Answer: C
Explanation: To work effectively with people from different cultures, you need to understand how their culture and background have shaped them and adapt your management style to accommodate these differences. Managers need to know the workforce's cultural norms in each country in which they do business. In Morocco, a country where most people practice Islam, Friday is a day during which many people spend time praying. While businesses may remain open, they may offer long lunches or close early to allow employees to practice their religion. In asking suppliers and representatives to work harder on Fridays, Richard has shown his lack of knowledge of the local culture. The fact that most of the company's suppliers ship goods Mondays through Thursdays indicates that Friday is reserved for something else. The government providing subsidies to start-ups and the significant share of revenue coming from agriculture are irrelevant to the discussion. While Howley Home could move its business to Vietnam, doing so would mean that the company could no longer offer customers carpets made in Morocco.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Quest. Category: Critical Thinking

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76) _____ refers to the heterogeneous characteristics of organizations, work groups, and teams that recognize that their workers vary in terms of gender, age, race, ethnicity, sexual orientation, and other characteristics.
A) Workforce associability
B) Workforce diversity
C) Cultural similarity
D) Organizational congruity
E) Operational homogeneity
Answer: B
Explanation: Workforce diversity refers to the heterogeneous characteristics of organizations, work groups, and teams that recognize that their workers vary in terms of gender, age, race, ethnicity, sexual orientation, and other characteristics.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

77) _____ is the act of creating and maintaining workplaces that support and leverage the diversity of their members.
A) Workforce inclusion
B) Workforce diversity
C) Globalization
D) Ethical behavior
E) Corporate social responsibility
Answer: A
Explanation: Workforce inclusion is the act of creating and maintaining workplaces that support and leverage the diversity of their members.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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78) Workforce diversity _____.
A) refers to an organization's self-regulated actions to benefit society or the environment beyond what is required by law
B) refers to situations in which individuals are required to define right and wrong conduct
C) recognizes that the workforce is heterogeneous in its gender identity, age, race, ethnicity, sexual orientation, and other characteristics
D) refers to the process in which worldwide integration and interdependence are promoted across national borders
E) focuses on creating and maintaining workplaces that support and leverage their members' diversity
Answer: C
Explanation: Workforce diversity recognizes that the workforce is heterogenous in its gender identity, age, race, ethnicity, sexual orientation, and other characteristics.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

79) Which of the following is *not* an example of an expatriate?
A) A banker from New York City working in Hong Kong
B) A British diplomat stationed in Ukraine
C) A businesswoman from Tokyo working in Spain
D) An Italian tour guide working in Rome
E) A model from New Zealand working in Paris
Answer: D
Explanation: An expatriate is defined as a person who works outside of their native country. An Italian tour guide working in Rome does not meet this definition.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Quest. Category: Concept

80) According to recent studies, _____.
A) workers accessing Facebook after they wake up report increased satisfaction with their lives
B) most employees find it easy to get away from the virtual workplace
C) employees working at home feel a strong connection to the workplace and a sense of being part of a team
D) the majority of companies are allowing workers to put in fewer hours
E) subjects who woke up in a positive mood and then accessed Facebook frequently found that their mood worsened during the day
Answer: E
Explanation: Recent studies show that subjects who woke up in a positive mood and then accessed Facebook frequently found that their moods worsened during the day.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Moderate
Quest. Category: Concept

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81) Which best describes a situation facing a large segment of today's workforce?
A) An "always-on" work environment facilitated by laptops and smartphones
B) A clearly defined 8-hour workday
C) A day that always starts at 8:00 am and finishes at 5:00 pm
D) A virtual workplace in which team bonding is strongly emphasized
E) A harmonized work-life balance
Answer: A
Explanation: Some organizations have policies that reinforce an "always-on" culture. The typical employee in the 1960s and 1970s showed up at a specified workplace Monday through Friday and worked for clearly defined eight or nine-hour chunks of time. That is no longer true for a large segment of today's workforce because the workplace definition has expanded to include anywhere a laptop or smartphone can go.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Hard
Quest. Category: Concept

82) _____ is any action that violates widely accepted moral norms.
A) An ethical dilemma
B) An ethical choice
C) Ethical behavior
D) Corporate social responsibility
E) Unethical behavior
Answer: E
Explanation: Unethical behavior is any action that violates widely accepted moral norms.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

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83) Christopher Richardson works as a graphic designer in Sydney. He has been contacted by a large multinational to develop a new series of designs to be used for an upcoming print advertising campaign. Christopher is really excited about the opportunity because it could lead to future business and generate connections with other high paying clients. Despite already being fully committed to other clients, Christopher decides to lie to the large multinational company and say that he has the capacity to meet the deadlines the company has requested. Which of the following best describes Christopher's actions?
A) Christopher has a strong sense of corporate social responsibility.
B) Christopher has avoided an ethical dilemma.
C) Christopher has made an ethical choice.
D) Christopher has a strong moral compass.
E) Christopher has engaged in unethical behavior.
Answer: E
Explanation: Unethical behavior is any action that violates widely accepted moral norms. Examples include lying, cheating, stealing, and harming others.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Ethical understanding and reasoning
Difficulty: Hard
Employability Skills: Business Ethics and Social Responsibility
Quest. Category: Application

84) Which of the following is true regarding work-life balance for a majority of men and women in a recent survey?
A) Work-life balance was more important than money, recognition, and autonomy.
B) Money was cited as more important than work-life balance.
C) Work-life balance was more important than money, but less important than recognition.
D) Work-life balance was more important than recognition and autonomy, but money was cited as the most important.
E) Recognition was cited as the most important, followed by work-life balance, and then money.
Answer: A
Explanation: As a result of increased responsibilities in and out of the workplace, employees want jobs that give them flexibility in their work schedules so they can better manage work–life conflicts. Fifty-six percent of men and women in a recent study reported that work–life balance was their definition of career success, more than money, recognition, and autonomy.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Hard
Quest. Category: Concept

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85) Which of the following is true regarding positive organizational scholarship?
A) It involves monitoring negative practices in organizations and rectifying them.
B) It deals with how employees should analyze weaknesses and convert them into strengths.
C) It studies how organizations develop human strengths, foster vitality, build resilience, and unlock potential.
D) It dwells on limitations that an organization faces and how it can turn them into opportunities.
E) It involves scrutinizing loopholes in organizational practices and filling gaps in processes.
Answer: C
Explanation: Positive organizational scholarship studies how organizations develop human strengths, foster vitality, build resilience, and unlock potential. Some key topics in positive OB research are engagement, hope, optimism, and resilience in the face of strain.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Moderate
Quest. Category: Concept

86) Which is a key topic in positive organizational behavior research?
A) Engagement
B) Apathy
C) Despair
D) Constraint
E) Pessimism
Answer: A
Explanation: Positive organizational scholarship studies how organizations develop human strengths, foster vitality and resilience, and unlock potential. Some key topics in positive OB research are engagement, hope, optimism, and resilience in the face of strain.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Easy
Quest. Category: Concept

87) Which was found to be the most important element of success for workers today?
A) Money
B) Recognition
C) Autonomy
D) Work-life balance
E) A promotion
Answer: D
Explanation: In a recent study, 56 percent of people reported that work-life balance, more than money, recognition, and autonomy, was their definition of success.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Hard
Quest. Category: Concept

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88) _____ is an example of an ethical dilemma.
A) Should I work extra hours to complete my assignment?
B) Should I e-mail my manager about queries on the project?
C) Should I discuss with the management the perks being offered?
D) Should I ask my manager for leave during Christmas?
E) Should I "play politics" to advance my career?
Answer: E
Explanation: Employees are increasingly facing ethical dilemmas and ethical choices in which they are required to identify right and wrong conduct.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Quest. Category: Concept

89) Which of the following is *not* a benefit of corporate social responsibility?
A) It can lead workers to identify more strongly with their organizations.
B) It can help workers experience a sense of meaningfulness for giving back.
C) It can help workers feel as if they belong to something greater than themselves.
D) It is good for business.
E) It can have a negative impact on employee mental health.
Answer: E
Explanation: CSR does not typically have a negative impact on employee mental health. Rather, workers respond well to CSR for several reasons. CSR can lead workers to identify more strongly with their organizations, experience a sense of meaningfulness for giving back, and feel as though they belong to something greater than themselves. CSR is also good for business.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Reflective thinking
Difficulty: Hard
Employability Skills: Business Ethics and Social Responsibility
Quest. Category: Concept

90) Which managerial issues come to the forefront during times of crisis?
A) Understanding how to retain employees
B) Understanding employee stress
C) Understanding employee satisfaction
D) Understanding how to reward employees
E) Understanding employee preference
Answer: B
Explanation: Managing employees well when times are tough is just as hard as when times are good, if not harder. In good times, understanding how to reward, satisfy, and retain employees is at a premium. In bad times, issues like stress, decision making, and coping come to the forefront.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Moderate
Quest. Category: Concept

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91) Workforce diversity refers to how organizations are becoming more homogeneous in terms of gender, race, and ethnicity.
Answer: FALSE
Explanation: Workforce diversity acknowledges a workforce of women and men; many racial and ethnic groups; individuals with a variety of physical or psychological abilities; and people who differ in age and sexual orientation.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

92) Positive organizational scholarship is an area of OB research that explores how organizations develop human strengths, foster vitality, build resilience, and unlock potential.
Answer: TRUE
Explanation: Positive organizational scholarship is an area of OB research that explores how organizations develop human strengths, foster vitality, build resilience, and unlock potential.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
Difficulty: Moderate
Quest. Category: Concept

93) The rapid globalization of the world economy has largely eliminated the need for managers to know the cultural norms of the workforce in each country where they do business.
Answer: FALSE
Explanation: To be effective, managers need to know the cultural norms of the workforce in each country where they do business.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

94) What is the Gig Economy and how has it changed the worker experience?
Answer: The Gig Economy refers to a new era of work in which many people work independently and autonomously instead of in the highly structured employer-employee relationship of the past. About one-fifth of U.S. workers are part of the Gig Economy. The transformation in the world of work has led to several changes in the worker experience, such as financial instability, job insecurity, career path uncertainty, the transience of work, and physical and relational separation.
LO: 1.5: Identify managers' challenges and opportunities in applying OB concepts.
AACSB: Analytical thinking
Difficulty: Hard
Quest. Category: Concept

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95) Which of the following is true regarding the basic OB model presented in the text?
A) The model proposes five types of variables.
B) The model proceeds from outcomes to processes.
C) The model is used only in manufacturing organizations.
D) The model proceeds from processes to inputs.
E) The model shows that outcomes can influence inputs in the future.
Answer: E
Explanation: Models propose three types of variables, i.e., inputs, processes, and outcomes, at three levels of analysis, which are, individual, group, and organizational. The model (shown in Exhibit 1-5) illustrates that inputs lead to processes, which lead to outcomes; we will discuss these interrelationships at each level of analysis. Notice that the model also shows that outcomes can influence inputs in the future, highlighting the broad-reaching effect that OB initiatives can have on an organization's future.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Moderate
Quest. Category: Concept

96) With reference to a basic OB model, _____ are determined in advance of the employment relationship and refer to variables such as personality, group structure, and organizational culture that lead to processes.
A) actions
B) inputs
C) outcomes
D) processes
E) goals
Answer: B
Explanation: Inputs are variables such as personality, group structure, and organizational culture that lead to processes. These variables set the stage for what will occur in an organization later. Many are determined in advance of the employment relationship.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

97) _____ is an example of an input at an individual level.
A) Motivation
B) Moods
C) Values
D) Perception
E) Emotions
Answer: C
Explanation: Inputs are variables such as personality, group structure, and organizational culture that lead to processes. Inputs at an individual level comprise diversity, personality, and values. Individual level inputs include diversity, personality, and values.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Moderate
Quest. Category: Concept

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98) Which is an example of an input at an organizational level?
A) Motivation
B) Conflict
C) Power
D) Communication
E) Structure
Answer: E
Explanation: Inputs are variables such as personality, group structure, and organizational culture that lead to processes. Inputs at an organizational level consist of structure and culture.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Moderate
Quest. Category: Concept

99) _____ is an example of a process at an individual level.
A) Group cohesion
B) Values
C) Decision making
D) Withdrawal behavior
E) Power and politics
Answer: C
Explanation: Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes. At the individual level, processes include emotions and moods, motivation, perception, and decision making.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

100) Which is an example of a process at a group level?
A) Diversity
B) Communication
C) Values
D) Culture
E) Emotions
Answer: B
Explanation: Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes. At the group level, processes include communication, leadership, power and politics, and conflict and negotiation.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

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101) _____ is an example of a process at the organizational level.
A) Attitudes and stress
B) Withdrawal behavior
C) Emotions and moods
D) Change of practices
E) Team responsibilities
Answer: D
Explanation: Processes are actions that individuals, groups, and organizations engage in as a result of inputs and that lead to certain outcomes. At the organizational level, human resource management and change of practices are examples of processes.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

102) _____ is an example of an outcome at the organizational level.
A) Productivity
B) Diversity
C) Personality
D) Mood
E) Culture
Answer: A
Explanation: Outcomes are the key variables that one wants to explain or predict and that are affected by some other variables. At the organizational level, overall productivity and survival are examples of outcomes.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

103) _____ is an example of an outcome at an individual level.
A) Structure
B) Culture
C) Politics
D) Power
E) Attitude
Answer: E
Explanation: Outcomes are the key variables that one wants to explain or predict and that are affected by some other variables. At the individual level, examples of outcomes are attitudes, stress, citizenship behavior, and withdrawal behavior.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

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104) The discretionary behavior that is not part of an employee's formal job requirements and that contributes to the psychological and social environment of the workplace is called organizational _____ behavior.
A) withdrawal
B) associative
C) networked
D) citizenship
E) cohesive
Answer: D
Explanation: The discretionary behavior that is not part of an employee's formal job requirements and contributes to the workplace's psychological and social environment is called organizational citizenship behavior.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Moderate
Quest. Category: Concept

105) Team _____ refers to the quantity and quality of a team's work output.
A) affect
B) associability
C) cohesion
D) performance
E) maturity
Answer: D
Explanation: Team performance refers to the quantity and quality of a team's work output.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Quest. Category: Concept

106) Evidence that an organization can exist and grow over the long term is called organizational survival.
Answer: TRUE
Explanation: Organizational survival is evidence that an organization can exist and grow over the long term.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

107) Productivity refers to the degree to which an organization can achieve its ends at a low cost.
Answer: FALSE
Explanation: Productivity refers to the combination of the effectiveness and efficiency of an organization while the degree to which an organization can achieve its ends at a low cost is known as efficiency.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

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108) The discretionary behavior that is not part of an employee's formal job requirements and contributes to the workplace's psychological and social environment is called cohesive behavior.
Answer: FALSE
Explanation: The discretionary behavior that is not part of an employee's formal job requirements and contributes to the workplace's psychological and social environment is called organizational citizenship behavior.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

109) Group functioning refers to the quantity and quality of a group's work output.
Answer: TRUE
Explanation: Group functioning refers to the quantity and quality of a group's work output. In the same way that the performance of a sports team is more than the sum of individual players' performances, group functioning in work organizations is more than the sum of individual task performances.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Easy
Quest. Category: Concept

110) What is withdrawal behavior? Explain.
Answer: Withdrawal behavior is the set of actions that employees take to separate themselves from the organization. There are many forms of withdrawal, ranging from showing up late or failing to attend meetings to absenteeism and turnover. Employee withdrawal can have a very negative effect on an organization. The cost of employee turnover alone has been estimated to run into the thousands of dollars, even for entry-level positions. Absenteeism also costs organizations significant amounts of money and time every year. Withdrawal behavior may result in the workflow being disrupted and important decisions being delayed. In today's changing world of work, reasonable levels of employee-initiated turnover improve organizational flexibility and employee independence, and they can lessen the need for management-initiated layoffs.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
AACSB: Analytical thinking
Difficulty: Hard
Quest. Category: Concept

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111) What is organizational citizenship behavior?
Answer: The discretionary behavior that is not part of an employee's formal job requirements and that contributes to the psychological and social environment of the workplace is called organizational citizenship behavior. Successful organizations need employees who will do more than their usual job duties—who will provide performance beyond expectations. In today's dynamic workplace, where tasks are increasingly performed by teams and flexibility is critical, employees who engage in "good citizenship" behaviors help others on their team, volunteer for extra work, avoid unnecessary conflicts, respect the spirit as well as the letter of rules and regulations, and gracefully tolerate occasional work-related impositions and nuisances.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
Difficulty: Moderate
Quest. Category: Concept

112) What is team performance?
Answer: Team performance refers to the quantity and quality of a team's work output. Similar to how a sport team's performance is more than the sum of the individual players' performance, team performance in work organizations is more than the sum of the individual tasks.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Quest. Category: Concept

113) Using the concept of organizational survival, how would you define what makes an organization successful? Why is organizational survival important to defining organizational success?
Answer: Organizational survival refers to evidence that an organization is able to exist and grow over the long term. The survival of an organization depends not just on how productive the organization is, but also on how well it fits with its environment. A company that is productively making goods and services of little value to the market is unlikely to survive for long, so survival factors in things like perceiving the market successfully, making good decisions about how and when to pursue opportunities, and engaging in successful change management to adapt to new business.
LO: 1.6: Compare the three levels of analysis in this text's OB model.
AACSB: Analytical thinking
Difficulty: Hard
Quest. Category: Concept

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114) Which employability skill involves the ability to intentionally and strategically manage one's behavior, effort, and emotions in the pursuit of goals?
A) Leadership
B) Career management
C) Self-management
D) Critical thinking and creativity
E) Social responsibility
Answer: C
Explanation: Self-management is defined as the ability to intentionally and strategically manage one's behavior, effort, and emotions in the pursuit of goals. It involves building skill in self-control, self-monitoring, and self-regulation.
LO: 1.7: Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.
AACSB: Interpersonal relations and teamwork
Difficulty: Easy
Quest. Category: Concept

115) Purposeful and goal-directed thinking used to define and solve problems and to make decisions or form judgments related to a particular situation or set of circumstances is known as _____.
A) communication
B) knowledge application and analysis
C) critical thinking
D) collaboration
E) organization
Answer: C
Explanation: Critical thinking involves purposeful and goal-directed thinking used to define and solve problems and to make decisions or form judgments related to a particular situation or set of circumstances.
LO: 1.7: Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.
Difficulty: Easy
Quest. Category: Concept

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116) _____ refers to the ability or skill to influence a group toward the achievement of a vision or set of goals.
A) Leadership
B) Career
C) Social responsibility
D) Communication
E) Self-Management
Answer: A
Explanation: Leadership focuses on the ability or skill to influence a group toward the achievement of a vision or set of goals.
LO: 1.7: Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Quest. Category: Concept

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