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Name:_____ Class:_____ Date:_____

Chapter 01 - Introduction to Human Relations

1. Technical skills are the primary reason new hires fail to meet employer expectations.
   a. True
   b. False

ANSWER: False

2. Mergers and downsizing have increased the value of having good interpersonal skills.
   a. True
   b. False

ANSWER: True

3. Individuals who are laid off during a round of downsizing are very unlikely to pursue nonstandard job opportunities.
   a. True
   b. False

ANSWER: False

4. Hard skills, such as bookkeeping or programming, are more challenging to build and maintain over time than interpersonal or "power skills."
   a. True
   b. False

ANSWER: False

5. The COVID-19 pandemic highlighted the need for human relations skills, prompting organizations to shift toward a more human-centric and wellbeing-focused approach to management.
   a. True
   b. False

ANSWER: True

6. A major function of group membership is that it satisfies social needs.

   a. True
   b. False

ANSWER: True

7. Every organization has its own distinct organizational culture that makes it unique.
   a. True
   b. False

ANSWER: True

8. Worker behavior on the job is often influenced by which of the following?
   a. The worker's unique characteristics and how well the work environment accommodates them
   b. The level of competition between workers
   c. The amount of supervision and control imposed by management
   d. The worker's job title and salary

ANSWER: a

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Chapter 01 - Introduction to Human Relations

9. Which of the following is a factor that influences organizational culture?
   a. Organizational mission
   b. Leadership styles
   c. Personal abilities
   d. Knowledge of results

ANSWER: a

10. The family has what kind of influence on individuals' behavior at work?
   a. Little influence on their behavior at work
   b. No influence on their behavior at work
   c. A significant influence on their behavior at work
   d. Only a negative influence on their behavior at work

ANSWER: c

11. The human relations movement had which of the following effects?
   a. It did not impact the perceived role of either the worker or the organization.
   b. It focused only on increasing productivity without considering worker wellbeing.
   c. It changed the perceived roles of workers and organizations, highlighting the importance of human factors.
   d. It solely concentrated on improving management techniques without any focus on employees.

ANSWER: c

12. Scientific management worked in theory, but in some cases, it had which of the following effects?
   a. It enhanced employee creativity and workplace flexibility.
   b. It dehumanized the workplace by focusing solely on efficiency.
   c. It fostered stronger interpersonal relationships among workers.
   d. It emphasized employee wellbeing over productivity.

ANSWER: b

13. What did Elton Mayo discover in the Hawthorne studies?
   a. Employees rely solely on formal management structures for communication.
   b. Employees create their own informal networks within the workplace.
   c. Productivity is unaffected by social interactions and workplace relationships.
   d. Employees perform best in isolated work environments.

ANSWER: b

14. The term "Great Resignation" refers to the massive shift in the workforce during the COVID-19 pandemic, with millions of workers quitting their jobs. What were some of the primary reasons for this phenomenon?
   a. Burnout, lack of connection to employers, and the desire for better work-life balance
   b. A decrease in available job opportunities and economic uncertainty
   c. Increased wages and improved working conditions across industries
   d. Employees' preference for traditional office environments over remote work

ANSWER: a

15. Which of the following statements accurately identifies the psychologist associated with the development of the

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Chapter 01 - Introduction to Human Relations

"hierarchy of needs"?

a. The hierarchy of needs was developed by Carl Rogers.
b. Abraham Maslow developed the hierarchy of needs.
c. Sigmund Freud is credited with the hierarchy of needs theory.
d. The hierarchy of needs was introduced by B.F. Skinner.

ANSWER: b

16. Which of the following statements accurately reflects the need for training to become an effective team member?

a. Employees naturally possess all the skills needed to work in a team.
b. Teamwork skills are inherent and rarely require training.
c. Training is often necessary for employees to develop the skills needed to be effective team members.
d. Employees perform better individually and do not benefit from teamwork training.

ANSWER: c

17. Trust is a fundamental element of all successful relationships. With whom is trust essential?

a. Only coworkers and customers
b. Family members and friends, but not coworkers
c. Coworkers, customers, family members, and friends
d. Only family members and close friends

ANSWER: c

18. Which of the following statements accurately describes the focus of the study of interpersonal relations?

a. It primarily emphasizes theoretical aspects without practical application.
b. It equally emphasizes understanding behavior and applying it to real-life problems.
c. The study is entirely focused on the "why" of human behavior.
d. It disregards the "why" of behavior and focuses only on practical solutions.

ANSWER: b

19. Low organizational trust can result in which of the following outcomes?

a. Increased employee morale and rapid decision making
b. Low productivity, poor communication, and slow decision making
c. Enhanced teamwork and seamless communication
d. Greater innovation and organizational efficiency

ANSWER: b

20. Managers spend a great deal of their time involved in conflict resolution in the normal course of their work. Which of the following statements is true?

a. Managers rarely deal with conflict resolution as part of their role.
b. Managers occasionally handle conflicts but prioritize other responsibilities.
c. Managers frequently engage in conflict resolution as a regular part of their work.
d. Managers delegate all conflict resolution tasks to their subordinates.

ANSWER: c

21. The study of human relations broadly analyzes

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a. workplace relations, dilemmas, and strategies.
b. human behavior and self-development.
c. the relationship between human behavior and technological advances.
d. individual behavior patterns in society.

ANSWER: b

22. One reason that the importance of interpersonal relations in business is increasing is
a. organizations' ability to demonstrate bottom-line results.
b. the increasing isolation of the work through the use of computer technology.
c. organizations' increasing customer service orientation.
d. the decreasing costs of implementing human relations programs.

ANSWER: c

23. Many companies are improving interpersonal relations by
a. attempting to establish a strong financial structure to ensure employee satisfaction.
b. using technology to enhance employee involvement in management decisions.
c. organizing their workers into teams in which each employee plays a part.
d. offering more services to stockholders.

ANSWER: c

24. The increase in workplace incivility particularly threatens which of the essentials of good interpersonal relations?
a. Teamwork and group relations
b. Assembly productivity
c. Appropriate use of workplace technology
d. Relationships between supervisors and subordinates

ANSWER: a

25. Why are interpersonal skills increasingly referred to as "power skills" in the modern workplace?
a. Because they are easy to acquire and require minimal effort to maintain over time.
b. Because they are essential for effective communication, teamwork, and leadership.
c. Because they primarily focus on technical tasks rather than social interactions.
d. Because they are only relevant to high-level leadership roles.

ANSWER: b

26. People skills are usually described as having which of the following abilities?
a. Internal motivation and general enthusiasm
b. Managing time effectively and teamwork
c. Technical abilities and good interaction with people
d. Good interaction with people and thinking skills

ANSWER: d

27. Which of the following best describes how the COVID-19 pandemic impacted organizational management styles?
a. Organizations maintained their traditional business-centric approach.
b. Organizations became more focused on human relations and employee wellbeing.

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c. Organizations reduced their focus on employee needs and benefits.
d. Organizations prioritized profit over employee health.

ANSWER: b

28. What was one significant effect of the Great Resignation during the pandemic?
a. An increase in the number of part-time jobs available
b. A widespread shift to remote work for all employees
c. A high number of workers left their jobs due to burnout.
d. An increase in job security for essential workers

ANSWER: c

29. Organizations that address conditions in employees' personal lives and offer programs in total personal development discover
a. distraction from organizational vision.
b. lower worker productivity.
c. increased worker commitment and efficiency.
d. higher employee turnover.

ANSWER: c

30. What is one key reason racial and gender equality movements, such as Black Lives Matter and #MeToo, have had a significant impact on workplaces?
a. They increased the use of digital technology.
b. They demanded long-lasting changes in how organizations address discrimination.
c. They helped decrease the wage gap immediately.
d. They focused on increasing organizational profits.

ANSWER: b

31. How has the rise in workplace incivility affected professional environments?
a. It has led to a reduction in the use of digital devices in the workplace.
b. It has strengthened the bonds between employees and their managers.
c. It has put additional stress on personal and workplace relationships.
d. It has decreased the importance of diversity, equity, and inclusion (DEI).

ANSWER: c

32. A manager at a consumer electronics retailer often works 12–15 hour days and pushes themself and the employees they oversees to work toward perfection. They feel that in order to succeed, they must adopt the same work behaviors, despite feeling stressed and burnt out. Work behavior of the employees is most influenced by
a. their personal characteristics.
b. the organizational culture.
c. supervisory-management personnel.
d. work group membership.

ANSWER: c

33. Over time, efforts to improve productivity in the workplace have
a. focused more on plant layout and mechanical processes.

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b. had little effect on improvements in productivity.
c. offered organizations a simplified perception of employees.
d. reflected a shift in values and concerns, from things to people.

ANSWER: d

34. The Industrial Revolution had a profound effect on
a. management structure.
b. the role of the worker.
c. benefit costs.
d. family dynamics.

ANSWER: b

35. Frederick Taylor's scientific management theory basically argued that
a. productivity could be improved by breaking jobs into specialized tasks and reducing the number of motions and time-wasting efforts involved.
b. the informal organization that workers formed through their relationships was the key to productivity.
c. there were other ways besides human relations to humanize the workplace.
d. organizations needed to determine how to tap workers' desire to perform.

ANSWER: a

36. The Hawthorne studies contributed to the development of interpersonal relations through the discovery
a. of the characteristics of effective managers.
b. that breaking jobs into specialized tasks increased worker productivity.
c. of the informal organization network that exists among workers.
d. that workers need training to be effective in their jobs.

ANSWER: c

37. What is one of the primary reasons workers have quit their jobs according to recent studies?
a. Lack of job security
b. Insufficient salary
c. Not feeling valued
d. Excessive work hours

ANSWER: c

38. Which of the following is an important factor for employees when considering their work environment post-pandemic?
a. High job turnover
b. Work having purpose and meaning
c. Strict adherence to 9–5 work hours
d. Minimal work-from-home flexibility

ANSWER: b

39. What significant shift occurred at Dropbox in response to worker productivity and happiness?
a. They implemented a four-day workweek.

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b. They introduced strict office attendance policies.
c. They became a "virtual-first" company.
d. They eliminated all work-from-home options.

ANSWER: c

40. What key human relations challenge is highlighted by managing diverse relationships in the workplace?
a. Dealing with personal financial issues
b. Managing one-to-one, group, and self-relationships
c. Increasing work hours for all employees
d. Eliminating all remote work opportunities

ANSWER: b

Case 1.1

John and Mabel's company, High-Tech Solutions, is a medium-sized high-tech firm with a core employee group of highly skilled professionals. Around this core is a group of twice as many part-time contract programmers and other computer professionals. As they win programming contracts, they hire contract workers. When work slows, they let the part-timers go but keep their core group. Their target industries are facing increasing government scrutiny and possible regulation due to the number of firms that are doing poor work and causing long-term problems for customers.

John believes that, when hiring for either the core group or for the part-time work force, they must consider not only each candidate's technical work skills and competency but also several other factors as well: the candidate's emotional control, team orientation, self-awareness, and self-esteem, and what the company has to offer the candidate in terms of family support. Mabel agrees to a degree. She thinks that the key to productivity and quality is hiring the right people, but she wants to focus more on technical competencies and less on the other areas John mentions.

High-Tech Solutions uses teams extensively. Employees are trained in how to work in teams, handle conflict, work cooperatively, etc. Joan, a five-year veteran at High-Tech, plays softball in a church league with several of her coworkers. She has asked for investment advice from a couple of the work-group members who are heavily into the stock market. She, in general, highly enjoys her work because of the relationships she has with her coworkers. In sharp contrast, one of the new employees is having a hard time with her supervisor. She wants greater independence and more affirming feedback. The supervisor wants to be sure the new employee can do her job, so he is supervising closely and is giving a lot of corrective feedback.

41. Refer to Case 1.1. The new employee's difficulty with her supervisor is an example of
a. a current growing trend that makes human relations skills important in the workplace.
b. sexual harassment.
c. the challenge of managing one of the key human relationships each of us has.
d. the concept of providing a supportive work environment for today's employee.

ANSWER: c

42. Refer to Case 1.1. By focusing on the competencies of the worker, with which behavior-influencing force is Mabel concerned?
a. Family influence
b. Personal characteristics
c. Work group influence
d. Job influence

ANSWER: b

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43. Refer to Case 1.1. John's approach to hiring is an example of the concept of hiring
    a. the whole person.
    b. a diverse work force.
    c. an internationally oriented work force.
    d. through structured interviewing.

ANSWER: a

44. Refer to Case 1.1. Joan's satisfaction on the job is likely due to which of the following?
    a. Satisfied social needs and emotional support from her colleagues
    b. Good stock market advice
    c. Excellent relations with her supervisors
    d. Status as a core employee

ANSWER: a

45. Which of the following best describes the concept of organizational culture?
    a. The shared values, beliefs, rituals, stories, and practices that guide employee behavior and decisions in an organization.
    b. The individual skills and abilities that each employee brings to their job.
    c. The personal life choices of workers that affect their job performance.
    d. The specific rules and regulations that govern employee behavior at work.

ANSWER: a

46. The discipline dedicated to understanding and enhancing interpersonal relationships, with a focus on anticipating, resolving, and preventing conflicts in personal and professional settings, is known as:
    a. Behavioral science
    b. Human behavior
    c. Interpersonal skills
    d. Human relations

ANSWER: d

47. An organization is looking to reduce employee turnover after experiencing high attrition during the pandemic. Based on lessons from the Great Resignation, which of the following actions would be most effective?
    a. Requiring all employees to return to the office full-time to improve productivity
    b. Offering flexible work arrangements to support work-life balance
    c. Increasing workload expectations to make up for lost productivity during the pandemic
    d. Reducing employee benefits to focus more on profit margins

ANSWER: b

48. How have flexible work arrangements, such as gig work and part-time jobs, become valuable to today's workforce?
    a. They provide workers with less job security but higher wages.
    b. They allow workers to explore new skills and gain autonomy.
    c. They eliminate the need for traditional full-time jobs.
    d. They are only beneficial to older workers seeking retirement.

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Chapter 01 - Introduction to Human Relations

ANSWER: b

49. Why are companies increasingly investing in employee experience (EX)?
    a. EX only benefits entry-level employees in organizations.
    b. A positive EX increases customer loyalty and reduces employee turnover.
    c. EX focuses mainly on increasing technology use in organizations.
    d. EX is less important than customer experience (CX) in today's business landscape.

ANSWER: b

50. What was the primary focus of early efforts to improve productivity in manufacturing before the human relations movement emerged?
    a. Redefining the nature of work and worker relationships
    b. Improving plant layout and mechanical processes
    c. Introducing psychological theories to management
    d. Enhancing worker morale through informal organizations

ANSWER: b

51. What significant change in work did the Industrial Revolution bring about?
    a. Workers transitioned from factory settings back to home-based work
    b. Craft workers' skills became less valued in factory environments
    c. Individual craft workers became the central focus of production
    d. Large-scale factory production replaced home-based, handcrafted processes

ANSWER: d

52. What is one key factor contributing to employees' desire for flexible work arrangements?
    a. Employees' preference to avoid face-to-face interactions
    b. A desire for more time spent at the office to build collaboration
    c. The sense of autonomy and improved work-life balance during the pandemic
    d. Employers' insistence on requiring rigid office hours

ANSWER: c

53. What role does human connection play in Dropbox's virtual-first strategy?
    a. It is not emphasized, as Dropbox focuses entirely on remote work.
    b. It is a foundational part of their strategy, facilitated through collaborative spaces called Dropbox Studios.
    c. It is encouraged through mandatory in-person team-building activities.
    d. It is solely fostered through regular video conferences with employees.

ANSWER: b

54. How do work groups influence employee behavior?
    a. They provide the necessary social, emotional, and problem-solving support that can enhance productivity and engagement.
    b. They establish strict rules that employees must follow to increase productivity.
    c. They focus solely on financial incentives to motivate workers.
    d. They limit the interaction between employees to avoid distractions in the workplace.

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Chapter 01 - Introduction to Human Relations

ANSWER: a

55. Which of the following is a primary theme in the study of human relations, focusing on the development of interpersonal skills and the ability to build successful relationships in both personal and organizational settings?

a. Motivation
b. Self-awareness
c. Conflict resolution
d. Trust

ANSWER: b

56. List and describe three of the trends in the workplace that have given a new dimension of importance to human relations.

ANSWER: a. The labor market is unstable due to mergers, buyouts, closings, and downsizing. Job security is threatened. Interpersonal skills are highly valued in the ever-changing labor market.
b. Organizations are highly service-orientated. Customers will take their business elsewhere if employees do not provide quality customer service.
c. The work force is increasingly made up of self-employed, temporary, and part-time workers. Those with strong interpersonal skills may have a better chance landing full-time jobs after proving themselves in temp positions.
d. Teamwork is increasingly important. Workers must understand the role they play on the team and be able to communicate with one another effectively.
e. Diversity is prominent in today's work force. Valuing diversity will need to be emphasized.
f. An epidemic of rude behavior can be found in the workplace. Individuals must demonstrate respect in order to work with and earn respect from their colleagues.

57. In what ways will you benefit from studying human relations in the new millennium?

ANSWER: a. The working environment is chaotic with mergers, buyouts, and closings. We must learn to build relationships and communicate better.
b. Better quality and better services are expected and employees with high job satisfaction are more efficient.
c. We are asked to have more developed interpersonal skills with our diverse labor pool.
d. Most jobs are interdependent and require us to be team members.

58. Identify and describe three major forces that influence behavior at work.

ANSWER: a. Organizational culture: A collection of shared values, beliefs, rituals, stories, and myths that foster a feeling of community among organizational members. It is generally a reflection of the deeply held values and behaviors of a small group of individuals within the organization.
b. Supervisory-management influence: Supervisors and managers are able to influence employee behavior. Their actions establish the organization's image in the minds of the employees. These perceptions can influence productivity, customer relations, safety consciousness, and loyalty.
c. Work group influence: Group membership can satisfy social needs, provide emotional support, and assist in solving problems and meeting goals. A cohesive work group can provide support and resources we need to be productive.
d. Job influence: Work can provide meaning and fulfillment to our lives. It can also be perceived as meaningless and boring. Job duties can influence an employee's satisfaction.
e. Personal characteristics of the worker: Each worker has a unique combination of abilities, interests, aptitudes, values, and expectations. A worker's behavior often reflects how well the work environment accommodates these characteristics.
f. Family influence: Business operates 24/7, which often puts a strain on employees' ability to balance work and family. Many organizations understand that family problems are often linked to employee problems.

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These problems can be minimized by establishing work-family programs and policies.

59. Discuss why developing effective interpersonal relations in today's workplace can be very challenging.

ANSWER: a. You will be working with clients, customers, patients, and other workers who vary greatly in age, work background, communications style, values, cultural background, gender, and work ethic.
b. Each person with whom you come in contact is unique and each encounter is distinct.
c. We must manage three types of relationships. First is the relationship with ourselves. Many people carry negative messages about themselves and these need to be dealt with. Second are one-to-one relationships. These are the relationships of our personal and professional lives. Third are relationships with a group. This is becoming more important as companies make increasing use of groups and teams.

60. Explain the Hawthorne studies and how they contributed to the human relations movement.

ANSWER: Elton Mayo originally sought to uncover how physical characteristics of the workplace affected productivity. Instead, however, his Hawthorne studies revealed that attention and feedback focused on the workers increased their morale, motivation, and productivity. Mayo also discovered the influence on the informal organization network on workers' performance.

61. What impact did Taylor's scientific management have on the development of human relations?

ANSWER: Taylor broke jobs into their smallest movements and discovered ways to reduce the number of motions and eliminate time-wasting efforts. His work led the way to assembly-line manufacturing. Critics of this approach point out that it emphasizes manual skills but not independent thinking; his research did little to advance human relations.

62. There are seven broad themes that emerge from the study of human relations. Identify three, and explain their influence on human relations skills.

ANSWER: a. Communication: the "heart and soul" of human relations.
b. Self-awareness: we need to understand ourselves before we understand others.
c. Self-acceptance: the foundation of successful interpersonal interactions.
d. Motivation: basically, internal or external incentives and other drivers of behavior.
e. Trust: basis of successful relationships.
f. Self-disclosure: openness that is a part of trust.
g. Conflict management: handling conflict between individuals within an organization.

63. Analyze how the shift from viewing interpersonal skills as "soft skills" to "power skills" reflects changing workplace priorities. In your response, discuss the implications of this shift for both employees and employers, and consider how it might influence hiring practices, career advancement, and organizational culture. Use specific examples to support your analysis.

ANSWER: Answers will vary.

64. Analyze how the global pandemic has served as a crucible that reshaped organizational behavior and management practices. In what ways did the intricate tapestry of workplace dynamics intertwine with the needs for empathy and flexibility, leading to a reimagined approach that transcends traditional business-centric models? Discuss specific examples of how organizations have embarked on this journey and delve into the challenges and opportunities that continue to beckon as they navigate this kaleidoscopic transformation.

ANSWER: Answers will vary.

65. Analyze how social movements such as Black Lives Matter and #MeToo, combined with the COVID-19 pandemic, have influenced the shift toward a human-centric leadership style in the workplace. Consider the roles of diversity, equity, and inclusion initiatives, as well as the increased focus on employee experience and organizational culture, in your response. Discuss specific changes these factors have brought about and evaluate their potential long-term impact on

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workforce relations and business success.
ANSWER: Answers will vary.

66. Analyze the impact of the Hawthorne Studies on the development of the human relations movement in the workplace. How did Mayo's findings challenge previous assumptions about productivity and worker motivation, and what long-term effects did these studies have on management practices and organizational behavior?
ANSWER: Answers will vary.

67. Analyze the impact of hybrid and virtual work models on employee productivity and engagement. In your response, consider the findings from research firms like McKinsey and Cisco, and discuss how these models affect employee autonomy, work-life balance, and organizational culture.
ANSWER: Answers will vary.

68. Analyze the role of organizational culture in shaping employee behavior. In your response, discuss how different elements of organizational culture—such as values, beliefs, and leadership style—affect worker motivation, job satisfaction, and overall performance. Additionally, evaluate how changes in organizational culture, either intentional or unintentional, can impact employee engagement and organizational success. Use examples to support your analysis.
ANSWER: Answers will vary.

69. There are seven major themes that emerge in the study of human relations. Identify them and discuss how they impact human relations in the workplace.
ANSWER: Answers will vary.

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