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Name:_____ Class:_____ Date:_____

Chapter 1 - An Overview of Organizational Behavior

True / False

1. Organizational behavior is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.
   a. True
   b. False

ANSWER: True

2. Human behavior in organizations is not impacted by the organizational environment.
   a. True
   b. False

ANSWER: False

3. Organizational behavior is a defined business function, just like marketing and accounting.
   a. True
   b. False

ANSWER: False

4. If an organization develops corporate goals to acquire new businesses, the task would be part of the organization's planning function.
   a. True
   b. False

ANSWER: True

5. Organizing is the process of designing jobs, grouping jobs into units, and establishing patterns of authority among jobs and groups of jobs.
   a. True
   b. False

ANSWER: True

6. Leading is the process of correcting the actions of an organization's people and making plans to achieve corporate goals.
   a. True
   b. False

ANSWER: False

7. The controlling function involves monitoring and correcting the actions of the organization and its people to keep them directed toward their goals.
   a. True
   b. False

ANSWER: True

8. A manager with strong conceptual skills has the ability to think in the abstract.
   a. True
   b. False

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ANSWER: True

9. Managers use their interpersonal skills to understand cause-and-effect relationships.
   a. True
   b. False

ANSWER: False

10. A system is an interrelated set of elements that function as a whole.
   a. True
   b. False

ANSWER: True

11. An organizational system receives a variety of inputs from the environment, combines and transforms them, and then returns them to the environment.
   a. True
   b. False

ANSWER: True

12. When managers rely on a systems approach to organizations, they start by focusing on material, human, financial, and informational inputs.
   a. True
   b. False

ANSWER: True

13. Providing the best customer support before, during, and after a sale can create goodwill with customers, but it is not likely to give organizations a competitive advantage.
   a. True
   b. False

ANSWER: False

14. Being first to market with a product can enable an organization to gain a competitive advantage.
   a. True
   b. False

ANSWER: True

15. The origins of organizational behavior date back to prehistoric times.
   a. True
   b. False

ANSWER: True

16. The universal approach to organizational behavior suggests that elements of the situation should be evaluated to determine the best way to respond.
   a. True
   b. False

ANSWER: False

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17. Interactionalism suggests individuals and situations interact continuously to determine individuals' behavior.
    a. True
    b. False
ANSWER: True

18. Organizational citizenship refers to the behavior of individuals that makes a positive overall contribution to the organization.
    a. True
    b. False
ANSWER: True

19. Productivity and performance are individual-level behaviors that impact organizational effectiveness.
    a. True
    b. False
ANSWER: True

20. If an organization uses a systems approach, it relies on technology such as manufacturing, operations, and service processes to transform inputs into outputs.
    a. True
    b. False
ANSWER: True

21. Applying a universal perspective, managers try to identify all possible ways to solve a problem, based on the elements of the situation.
    a. True
    b. False
ANSWER: False

22. By focusing on organizational behavior, businesses can potentially increase job satisfaction and decrease employee absenteeism and turnover.
    a. True
    b. False
ANSWER: True

23. Organizational behavior principles emphasize that since individuals work in isolation, they are not integral to a business's success or failure.
    a. True
    b. False
ANSWER: False

Multiple Choice

24. When organizations focus on the "softer" side of business, including organizational behavior factors, it can lead to
    a. weaker leadership.
    b. loss of trust among employees.

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c. better relationships with vendors.
d. more motivated and more engaged employees.
e. less motivated and less engaged employees.

ANSWER: d

25. Organizational behavior (OB) typically includes the study of which basic component?
a. Financial reporting
b. Research and development
c. Human behavior within organizations
d. The task environment
e. Customer retention

ANSWER: c

26. Points of contact between individuals and the organization include all of the following EXCEPT:
a. coworkers.
b. competitors.
c. managers.
d. formal policies and procedures.
e. changes implemented by the organization.

ANSWER: b

27. Which of the following is NOT a factor that affects the nature of organizational behavior?
a. The environment surrounding the organization
b. Individuals' expectations and goals
c. The organization itself
d. Formal organizational policies and procedures
e. Product price levels

ANSWER: e

28. The success of virtual teams often depends upon the
a. software used to meet remotely.
b. global mindset of the organization.
c. ability of induvial members to work asynchronously.
d. manager's effectiveness at monitoring and correcting employee behavior.
e. leadership exhibited by managers.

ANSWER: e

29. By listening to employees, recognizing their work, and building trust, managers have been able to accomplish which of the following?
a. Improve the organization's operating earnings
b. Increase the number of product lines
c. Lower prices
d. Decrease the number of product lines

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e. Raise prices

ANSWER: a

30. At its essence, organizational behavior helps explain and predict all of the following EXCEPT:
a. how people interpret events.
b. how people behave in organizations.
c. how people and groups react.
d. how groups behave and interpret events.
e. how effectively groups can work together to increase profits.

ANSWER: e

31. Which of the following is NOT a type of resource organizations use when pursuing corporate goals and objectives?
a. Human
b. Financial
c. Physical
d. Invisible
e. Information

ANSWER: d

32. Planning is the process of
a. designing jobs, grouping jobs into units, and establishing patterns of authority between jobs and units.
b. determining the organization's desired future position and deciding the best way to achieve the desired outcome.
c. motivating the organization's members to work together toward the organization's goals.
d. monitoring and correcting the actions of the organization and its members to keep them directed toward their goals.
e. utilizing organizational resources with the ultimate goal of attaining organizational goals efficiently and effectively.

ANSWER: b

33. A manager who groups jobs into units is performing which of the following functions of management?
a. Planning
b. Organizing
c. Controlling
d. Supervising
e. Leading

ANSWER: b

34. When managers strive to motivate employees to work together toward the organization's goals, they are performing which of the following managerial functions?
a. Synergizing
b. Controlling
c. Leading
d. Planning

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e. Organizing

ANSWER: c

35. Evaluating employee performance is an element of the managerial function associated with
a. leading.
b. decision making.
c. organizing.
d. planning.
e. controlling.

ANSWER: e

36. A manager fulfills the primary role of a leader by
a. choosing the best resources to effectively and efficiently produce the organization's product or service.
b. verifying the quality of resources that pass through the organization.
c. determining how organizational resources will be released in the environment.
d. encouraging workers to increase productivity.
e. identifying the various suppliers that the organization will utilize to acquire resources.

ANSWER: d

37. A manager who schedules regular department meetings to provide relevant information to employees is demonstrating strong
a. interpersonal skills.
b. technical skills.
c. diagnostic skills.
d. conceptual skills.
e. leadership skills.

ANSWER: a

38. A manager's ability to determine the causes of problems within their organization and formulate solutions to those problems is evidence of their
a. conceptual skills.
b. time management skills.
c. diagnostic skills.
d. interpersonal skills.
e. technical skills.

ANSWER: c

39. A manager who recognizes opportunities where others can only think of roadblocks is demonstrating strong
a. problem-solving skills.
b. diagnostic skills.
c. technical skills.
d. conceptual skills.
e. interpersonal skills.

ANSWER: d

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40. Skills that are generally associated with the operations employed by the organization in its production processes are considered
    a. interpersonal skills.
    b. problem-solving skills.
    c. conceptual skills.
    d. diagnostic skills.
    e. technical skills.

ANSWER: e

41. Abdul, a middle manager in a high-tech firm, is able to identify which of the organization's products in development are most likely to appeal to consumers because of his strong
    a. diagnostic skills.
    b. conceptual skills.
    c. technical skills.
    d. interpersonal skills.
    e. All of these are correct.

ANSWER: b

42. The systems perspective defines a system as
    a. an interrelated set of elements that function as a whole.
    b. a procedure for fair and impartial performance appraisals.
    c. a collection of independent organizations.
    d. the central technology of the organization.
    e. the ideal process to complete any organizational task.

ANSWER: a

43. All of the following are inputs that an organization receives from its environment EXCEPT:
    a. money.
    b. materials.
    c. people.
    d. employee behaviors.
    e. information.

ANSWER: d

44. Following a systems approach, the profit Walmart receives from its services is identified as a type of
    a. technology.
    b. output.
    c. input.
    d. transformation.
    e. contingency.

ANSWER: b

45. The systems approach is beneficial to managers because it

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a. underscores the importance of the organization's environment.
b. provides a set of procedures to make decisions.
c. enables them to eliminate interactions among various elements of the organization.
d. reduces the risk of human error.
e. shifts the focus from outside the company to inside the company.

ANSWER: a

46. Which perspective argues there's "one best way" to solve a problem in any organization?
a. The universal perspective
b. Behavioral organization theory
c. The systems perspective
d. The interactional perspective
e. The contingency perspective

ANSWER: a

47. Which management perspective states that one leadership style will not always be effective in enhancing employee satisfaction and job performance in every circumstance?
a. Situational perspective
b. Classical perspective
c. Behavioral perspective
d. Interactional perspective
e. Universal perspective

ANSWER: a

48. Which contextual perspective suggests that individuals and situations interact continuously to determine individuals' behavior?
a. Interactionalism
b. Contextualism
c. Universalism
d. Individualism
e. Systems theory

ANSWER: a

49. Managers generally try to direct the behaviors of people in their organizations in ways that promote organizational effectiveness. They can achieve this by doing all of the following EXCEPT:
a. enhancing behaviors and attitudes.
b. promoting interactionalism.
c. minimizing dysfunctional behaviors.
d. driving strategic execution.
e. promoting citizenship.

ANSWER: b

50. Which of the following is used to measure potentially dysfunctional behavior in an organization?
a. Absenteeism

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b. Job satisfaction
c. Job dissatisfaction
d. Organizational commitment
e. Employee engagement

ANSWER: a

51. Which of the following individual behaviors is a relatively narrow indicator of efficiency measured by the employee's products or services created per unit of input?
a. Productivity
b. Absenteeism
c. Turnover
d. Profitability
e. Cost-effectiveness

ANSWER: a

52. Offering especially well-made or low-priced products is often a source of an organization's
a. cultural privilege.
b. specialization strategy.
c. differentiation strategy.
d. competitive advantage.
e. operational excellence.

ANSWER: d

53. Successful business strategies enable organizations to create and maintain a competitive advantage that is
a. inflexible.
b. sustainable.
c. volatile.
d. intangible.
e. monetizable.

ANSWER: b

54. Which of the following is NOT a source of competitive advantage?
a. A well-known brand name
b. Convenience
c. Excellent customer service
d. The most products on the market
e. Short development times

ANSWER: d

55. Organizations pursuing a strategy of keeping costs and prices low usually try to develop a competitive advantage using which of the following?
a. Operational excellence
b. Differentiation
c. Cost analysis

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d. Employee training
e. Product innovation

ANSWER: a

56. Firms that strive to be the lowest cost producer in the industry for a particular level of product quality are employing which type of business strategy?
a. Cost leadership
b. Differentiation
c. Specialization
d. Growth
e. Self-sabotaging

ANSWER: a

57. Winton's Widgets is a company that is adept at designing products that can be efficiently manufactured and engineering efficient manufacturing processes to keep production costs low. Which business strategy is Winton's Widgets employing?
a. Innovation
b. Differentiation
c. Specialization
d. Growth
e. Cost leadership

ANSWER: e

58. If a company creates a corporate culture that encourages employees to suggest new ideas, it is applying a strategy that focuses on
a. cost leadership.
b. differentiation.
c. specialization.
d. growth.
e. sabotage.

ANSWER: b

59. Businesses that focus on buyers with special needs are using which type of strategy?
a. Cost leadership
b. Differentiation
c. Specialization
d. Growth
e. Psychological

ANSWER: c

60. Organizations pursuing a specialization strategy often try to develop a competitive advantage based on
a. market concentration.
b. profit margin.
c. customer intimacy.

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d. brand recognition.
e. product placement.

ANSWER: c

61. Organizations pursuing a differentiation strategy often try to develop a competitive advantage based on product
a. intervention.
b. integration.
c. initiation.
d. innovation.
e. integrity.

ANSWER: d

62. Maximizing the efficiency of the manufacturing or product development process in order to minimize costs is referred to as
a. managerial skill.
b. business superiority.
c. operational excellence.
d. maintenance strategy.
e. differentiation.

ANSWER: c

63. An organization with a competitive advantage due to product innovation would likely seek a core workforce of research and development employees who have
a. an entrepreneurial mindset.
b. a shorter-term focus.
c. a low tolerance for ambiguity.
d. conservative values.
e. a high aversion to taking risks.

ANSWER: a

64. The success of a growth strategy depends on the firm's ability to find and retain the right number and types of
a. new companies to acquire.
b. investor preferences.
c. niche products to offer.
d. employees to sustain its intended growth.
e. subcontractors.

ANSWER: d

65. Which type of management is based on the belief that productivity is maximized when organizations are rationalized with precise sets of instructions based on time-and-motion studies?
a. Scientific
b. Sociological
c. Straightforward
d. Strategic

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e. Stratospheric

ANSWER: a

66. After World War I, organizations shifted their attention away from scientific management to understanding the role of
a. managerial corruption.
b. law and politics.
c. gender and sexual harassment.
d. religion and spirituality.
e. human factors and psychology.

ANSWER: e

67. When people improve an aspect of their behavior or performance because they are aware they are being assessed, they are illustrating the
a. Hamilton effect.
b. Henricks effect.
c. Hawthorne effect.
d. Hampton effect.
e. Hoover effect.

ANSWER: c

68. The idea that the human dimensions of work, including group relations, can supersede organizational norms and even an individual's self-interests is at the heart of which movement?
a. The human relations movement
b. The dignity of work movement
c. Hawthorne's philosophy of work movement
d. Deming's "plan-do-check-act" movement
e. The open system movement

ANSWER: a

69. Known as the "prophet of management" for ideas that were ahead of their time, who discovered the creativity exercise known as brainstorming?
a. W. Edwards Deming
b. George Elton Mayo
c. Mary Parker Follett
d. Frederick Winslow Taylor
e. Sun-Tzu

ANSWER: c

70. Which of the following questions could NOT be answered as a result of organizational behavior research findings?
a. What goal level will best motivate my employees?
b. How important is employee satisfaction to job performance?
c. Should I seek a promotion with a competing firm?
d. Is stress always bad?
e. When are different leadership approaches most effective?

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ANSWER: c

71. Which method of knowledge generation relies on systematic studies that identify and replicate results using a variety of methods, samples, and settings?
    a. Philosophical
    b. Statistical
    c. Mathematical
    d. Scientific
    e. Humanist

ANSWER: d

72. What is the term for a written prediction specifying expected relationships between certain variables?
    a. Hypothesis
    b. Theory
    c. Prophecy
    d. Correlation
    e. Statistic

ANSWER: a

73. A collection of verbal and symbolic assertions that specify how and why two or more variables are related, and the conditions under which they should and should not relate, is known as a
    a. hypothesis.
    b. theory.
    c. data set.
    d. fact.
    e. statistic.

ANSWER: b

74. Which of the following is an example of a hypothesis?
    a. Setting a goal will be positively related to the number of products assembled.
    b. A researcher found a 0.8 correlation between goal setting and productivity.
    c. Personally, I am more productive when I set goals.
    d. I wonder if there is a relationship between goal setting and productivity.
    e. There is no way to determine whether goal setting is positively or negatively related to productivity.

ANSWER: a

75. The predictor in an experiment—predicted to affect something else—is which type of variable?
    a. Dependent
    b. Independent
    c. Codependent
    d. Interdependent
    e. Measured

ANSWER: b

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76. The criterion in an experiment—predicted to be affected by something else—is which type of variable?
    a. Dependent
    b. Independent
    c. Codependent
    d. Interdependent
    e. Control

ANSWER: a

77. A researcher hypothesizes that the age of employees influences their awareness of diversity. In this example, age is the
    a. hypothesis.
    b. correlation.
    c. theory.
    d. independent variable.
    e. dependent variable.

ANSWER: d

78. A correlation reflects the size and strength of the statistical relationship between two
    a. variables.
    b. means.
    c. hypotheses.
    d. standard deviations.
    e. dependent variables.

ANSWER: a

79. What letter is used to refer to a correlation?
    a. r
    b. f
    c. p
    d. n
    e. c

ANSWER: a

80. What is the total statistical correlation range?
    a. 0 to 10
    b. 1 to 10
    c. 0 to 100
    d. –10 to 10
    e. –1 to 1

ANSWER: e

81. What type of relationship is indicated by a correlation of +0.90?
    a. A strong, positive relationship
    b. A weak, positive relationship

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c. No relationship
d. A weak, negative relationship
e. A strong, negative relationship

ANSWER: a

82. A researcher studying the relationship between age and diversity awareness finds a negative correlation. What do the researcher's results suggest?
a. As age increases, diversity awareness increases.
b. As age decreases, diversity awareness decreases.
c. As age increases, diversity awareness decreases.
d. A person's age doesn't affect his or her level of diversity awareness.
e. The study was inconclusive.

ANSWER: c

83. A statistical technique used to combine the results of many different research studies conducted in a variety of organizations and for a variety of jobs is known as a(n)
a. standard deviation.
b. path analysis.
c. analysis of variance.
d. regression.
e. meta-analysis.

ANSWER: e

84. An urgent problem has arisen requiring several employees in a particular department to stay late. Edgar begs off and leaves the office at his usual time, but Anyah agrees to stay late and help her team. Anyah is displaying a characteristic of
a. dysfunctional behavior.
b. strategic execution.
c. intuition.
d. independent variable.
e. organizational citizenship.

ANSWER: e

85. The Mother of Pearl soft drink company is developing a beverage that looks like milk but tastes like soda. It is the only product of its kind of the market and is made using a secret combination of unique ingredients. Mother of Pearl is pursuing which type of business strategy?
a. Cost leadership
b. Differentiation
c. Customer intimacy
d. Growth
e. Operational

ANSWER: b

86. The key to the creation of a competitive advantage and business strategy execution is the effective management of
a. people.

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b. financial resources.
c. raw materials.
d. distribution channels.
e. communication channels.

ANSWER: a

87. Seline runs a small company that sells medical software. She has devised a process that enables her company to develop new versions of the software quickly and with almost no bugs. However, Seline believes that the success of this process hinges on her company's unique makeup and the type of product it produces; she does not believe that most software companies would be able to use her process to any great effect. Seline's views embody which of the following perspectives?

a. Scientific
b. Universal
c. Situational
d. Interactional
e. Pessimistic

ANSWER: c

88. Which of the following is NOT a facet of human resource management?

a. Developing incentives to motivate employees
b. Developing plans to use fewer employees
c. Creating programs to develop employees' skills
d. Developing incentives to retain employees
e. Attracting high-quality employees

ANSWER: b

89. Scientific management achieved which of the following?

a. It decreased the monotony of work.
b. It was eagerly accepted by workers.
c. It gave workers control over their jobs.
d. It increased productivity.
e. It saw wide use for more than a century.

ANSWER: d

90. Which of the following is NOT a dysfunctional behavior?

a. Absenteeism
b. Asking for a raise
c. Turnover
d. Sabotage
e. Rudeness

ANSWER: b

91. Turnover occurs when employees

a. are called to jury duty.

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b. feign illness.
c. are fired.
d. resign from their jobs.
e. are promoted.

ANSWER: d

92. Which of the following terms refers to behaviors of individuals that make a positive overall contribution to the organization?

a. Organizational commitment
b. Organizational citizenship
c. Affective commitment
d. Normative commitment
e. Subjective responsibility

ANSWER: b

Essay

93. Explain why it is important for managers to have a strong understanding of organizational behavior.

ANSWER: The core of organizational behavior (OB) is being effective at work. Understanding how people behave in organizations and why they do what they do is critical to working effectively with and managing others. OB gives everyone the knowledge and tools they need to be effective at any organizational level. OB is an important topic for anyone who works or who will eventually work in an organization, which is the case for most people.

94. Discuss the four basic management functions and how they relate to organizational behavior.

ANSWER: Managers engage in the four basic functions of planning, organizing, leading, and controlling. These functions are applied to human, financial, physical, and information resources with the ultimate purpose of efficiently and effectively attaining organizational goals. Planning is the process of determining the organization's desired future position and deciding how best to get there. Organizing is the process of designing jobs, grouping jobs into manageable units, and establishing patterns of authority among jobs and groups of jobs. Leading is the process of motivating members of the organization to work together toward the organization's goals. Finally, controlling is the process of monitoring and correcting the actions of the organization and its people to keep them headed toward their goals.

95. Identify and explain two of the contextual perspectives on organizational behavior.

ANSWER: Several contextual perspectives—most notably the systems and contingency perspectives and the interactional view—influence our understanding of organizational behavior. The systems perspective, or the theory of systems, was first developed in the physical sciences. A system is an interrelated set of elements that function as a whole. According to this perspective, an organizational system receives four kinds of inputs from its environment: material, human, financial, and informational. The organization's managers then combine and transform these inputs and return them to the environment in the form of products or services, employee behaviors, profits or losses, and additional information. Then the system receives feedback from the environment regarding these outputs. An example of a systems perspective is any large manufacturing company like Harley-Davidson. Material inputs would be all the parts used to manufacture motorcycles; human inputs are the employees who assemble the motorcycles, office staff, salespeople, etc.; financial inputs would include the money received from sales, stockholder investments, etc.; and information inputs would include things like forecasts about future sales. Outputs would include the motorcycles sold to consumers, profits made for owners, dividends to stockholders, etc.

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The contingency perspectives include the situational and universal perspectives. In the universal approach, the organizational problems or situations determine the one best way to respond. In the situational approach, organizational problems or situations must be evaluated in terms of elements of the situation, which then suggest contingent or situational ways of responding. As an example of a situational versus a universal perspective, consider a software production company that developed some new software that works well for it, but it does not believe other similar companies would be interested in buying this product. This would be a situational perspective. If the software company did believe other companies could use the product, then it would have a universal perspective.

Interactionalism is another useful perspective to help better understand behavior in organizational settings. Interactionalism attempts to explain how people select, interpret, and change various situations. Note that the individual and the situation are presumed to interact continuously. This interaction is what determines the individual's behavior. The interactional view implies that simple cause-and-effect descriptions of organizational phenomena are not enough. For example, one set of research studies may suggest that job changes lead to improved employee attitudes. Other studies may propose that attitudes influence how people perceive their jobs in the first place. Both positions probably are incomplete: Employee attitudes may influence job perceptions, but these perceptions may in turn influence future attitudes.

96. Using the model presented in your text, briefly define the systems approach to organizations. Give examples of each component.

ANSWER: The systems approach to organizations provides a useful framework for understanding how the elements of an organization interact among themselves and with their environment. Various inputs are transformed into different outputs, with important feedback from the environment. An organizational system receives four kinds of inputs from its environment: material, human, financial, and informational. The organization's managers then combine and transform these inputs and return them to the environment in the form of products or services, employee behaviors, profits or losses, and additional information. Then the system receives feedback from the environment regarding these outputs.

As an example, we can apply systems theory to ExxonMobil. Material inputs include pipelines, crude oil, and the machinery used to refine petroleum. Human inputs are oil field workers, refinery workers, office staff, and other people employed by the company. Financial inputs take the form of money received from oil and gas sales, stockholder investment, and so forth. Finally, the company receives information inputs from forecasts about future oil supplies, geological surveys on potential drilling sites, sales projections, and similar analyses. Through complex refining and other processes, these inputs are combined and transformed to create products such as gasoline and motor oil. As outputs, these products are sold to the consuming public. Profits from operations are fed back into the environment through taxes, investments, and dividends; losses, when they occur, hit the environment by reducing stockholders' incomes. In addition to having on-the-job contacts with customers and suppliers, employees live in the community and participate in a variety of activities away from the workplace, and their behavior is influenced in part by their experiences as ExxonMobil workers. Finally, information about the company and its operations is also released into the environment. The environment, in turn, responds to these outputs and influences future inputs. For example, consumers may buy more or less gasoline depending on the quality and price of ExxonMobil's product, and banks may be more or less willing to lend ExxonMobil money based on financial information released about the company.

97. Compare and contrast the universal and situational perspectives in organizational behavior.

ANSWER: The universal perspective presumes a direct cause-and-effect linkage between variables. For example, it suggests that whenever a manager encounters a particular problem or situation (such as motivating employees to work harder), a universal approach, "one best way," exists (such as raising pay or increasing autonomy) that will lead to the desired outcome. The situational perspective, on the other hand, acknowledges that several variables alter the direct relationship. In other words, the appropriate managerial action or behavior in any

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given situation depends on elements of that situation. The field of organizational behavior has gradually shifted from a universal approach in the 1950s and early 1960s to a situational perspective. The situational perspective has been widely documented in the areas of motivation, job design, leadership, and organizational design, and it is becoming increasingly important throughout the entire field.

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Chapter 1 - An Overview of Organizational Behavior

True / False

1. Organizational behavior is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.

a. True

b. False

ANSWER:	True
RATIONALE:	This question accurately defines organizational behavior.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	1-1: What Is Organizational Behavior?
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
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2. Human behavior in organizations is not impacted by the organizational environment.

a. True

b. False

ANSWER:	False
RATIONALE:	The environment and human behavior are intimately interrelated.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	1-1: What Is Organizational Behavior?
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics United States - AACSB: HRM
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3. Organizational behavior is a defined business function, just like marketing and accounting.

a. True

b. False

ANSWER:	False
RATIONALE:	Although an understanding of organizational behavior (OB) is essential to successful management, OB is not typically a defined business function.

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POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
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4. If an organization develops corporate goals to acquire new businesses, the task would be part of the organization's planning function.

a. True
b. False

ANSWER: True
RATIONALE: High-level strategic decisions affecting the future of the organization are part of the planning function.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Strategy - AACSB: Group Dynamics
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5. Organizing is the process of designing jobs, grouping jobs into units, and establishing patterns of authority among jobs and groups of jobs.

a. True
b. False

ANSWER: True
RATIONALE: This question provides the definition of the organizing process.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics

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	United States - AACSB: Leadership
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6. Leading is the process of correcting the actions of an organization's people and making plans to achieve corporate goals.

a. True

b. False

ANSWER:	False
RATIONALE:	Leading is the process of motivating employees to work together toward the organization's goals. Monitoring and correcting the actions of the organization and its people to keep them headed toward their goals is part of the controlling process, and making plans to achieve goals is part of the planning process.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics United States - AACSB: Leadership
KEYWORDS:	Bloom's: Remember
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7. The controlling function involves monitoring and correcting the actions of the organization and its people to keep them directed toward their goals.

a. True

b. False

ANSWER:	True
RATIONALE:	This question accurately describes the controlling process.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics United States - AACSB: HRM
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8. A manager with strong conceptual skills has the ability to think in the abstract.

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a. True
b. False

ANSWER: True
RATIONALE: Abstract thinking is a function of one's conceptual skills.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Leadership
United States - AACSB: Reflective Thinking - AACSB: Environmental Influence
KEYWORDS: Bloom's: Remember
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9. Managers use their interpersonal skills to understand cause-and-effect relationships.
a. True
b. False

ANSWER: False
RATIONALE: Diagnostic skills enable managers to understand cause-and-effect relationships.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Leadership
KEYWORDS: Bloom's: Remember
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10. A system is an interrelated set of elements that function as a whole.
a. True
b. False

ANSWER: True
RATIONALE: This question accurately defines a system.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.

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NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
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11. An organizational system receives a variety of inputs from the environment, combines and transforms them, and then returns them to the environment.

a. True
b. False

ANSWER: True
RATIONALE: This question accurately describes the central process of the systems perspective.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Creation of Value
United States - AACSB: Environmental Influences
United States - AACSB: Strategy - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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12. When managers rely on a systems approach to organizations, they start by focusing on material, human, financial, and informational inputs.

a. True
b. False

ANSWER: True
RATIONALE: These four kinds of inputs are important to the systems perspective.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
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13. Providing the best customer support before, during, and after a sale can create goodwill with customers, but it is not likely to give organizations a competitive advantage.

a. True

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b. False

ANSWER: False
RATIONALE: Improving customer service can give organizations a competitive advantage.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Environmental Influences
United States - AACSB: Reflective Thinking - AACSB: Environmental Influence
KEYWORDS: Bloom's: Remember
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14. Being first to market with a product can enable an organization to gain a competitive advantage.
a. True
b. False

ANSWER: True
RATIONALE: Being first to market with a new product is one way organizations can gain a competitive advantage.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Environmental Influences
KEYWORDS: Bloom's: Understand
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15. The origins of organizational behavior date back to prehistoric times.
a. True
b. False

ANSWER: True
RATIONALE: The origins of organizational behavior date back to prehistoric times, when philosophers began to try to understand, motivate, and lead others.
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False

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LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Environmental Influences
KEYWORDS: Bloom's: Remember
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16. The universal approach to organizational behavior suggests that elements of the situation should be evaluated to determine the best way to respond.

a. True
b. False

ANSWER: False
RATIONALE: The universal approach suggests there is “one best way” to deal with all circumstances, while the situational perspective is characterized by the belief that elements of the situation should be evaluated to determine a response.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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17. Interactionalism suggests individuals and situations interact continuously to determine individuals’ behavior.

a. True
b. False

ANSWER: True
RATIONALE: This question accurately states the definition of interactionalism.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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18. Organizational citizenship refers to the behavior of individuals that makes a positive overall contribution to the organization.

a. True

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b. False

ANSWER: True
RATIONALE: Organizational citizenship is defined as the behavior of individuals that makes a positive overall contribution to the organization.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Communication - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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19. Productivity and performance are individual-level behaviors that impact organizational effectiveness.

a. True
b. False

ANSWER: True
RATIONALE: Individual-level behaviors that impact organizational effectiveness are productivity and performance.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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20. If an organization uses a systems approach, it relies on technology such as manufacturing, operations, and service processes to transform inputs into outputs.

a. True
b. False

ANSWER: True
RATIONALE: This statement accurately defines the role of technology in the systems perspective.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False

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HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
KEYWORDS: Bloom's: Remember
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21. Applying a universal perspective, managers try to identify all possible ways to solve a problem, based on the elements of the situation.

a. True
b. False

ANSWER: False
RATIONALE: The sentence describes the situational rather than the universal perspective.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Environmental Influences
KEYWORDS: Bloom's: Understand
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22. By focusing on organizational behavior, businesses can potentially increase job satisfaction and decrease employee absenteeism and turnover.

a. True
b. False

ANSWER: True
RATIONALE: Research has shown that focusing on organizational behavior can lead to happier employees and greater job satisfaction, which, in turn, can decrease employee absenteeism and turnover.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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23. Organizational behavior principles emphasize that since individuals work in isolation, they are not integral to a

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business's success or failure.

a. True

b. False

ANSWER: False

RATIONALE: Organizational behavior principles emphasize that individuals do not work in isolation; therefore, it is essential to better understand how individuals interact with the organization and its policies and procedures.

POINTS: 1

DIFFICULTY: Moderate

REFERENCES: 1-1: What Is Organizational Behavior?

QUESTION TYPE: True / False

HAS VARIABLES: False

LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.

NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics

KEYWORDS: Bloom's: Remember

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Multiple Choice

24. When organizations focus on the "softer" side of business, including organizational behavior factors, it can lead to

a. weaker leadership.

b. loss of trust among employees.

c. better relationships with vendors.

d. more motivated and more engaged employees.

e. less motivated and less engaged employees.

ANSWER: d

RATIONALE: Focusing on the "softer" side of business, including organizational behavior factors, has been shown to lead to more motivated and engaged employees.

POINTS: 1

DIFFICULTY: Easy

REFERENCES: 1-1: What Is Organizational Behavior?

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.

NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM

KEYWORDS: Bloom's: Engage

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25. Organizational behavior (OB) typically includes the study of which basic component?

a. Financial reporting

b. Research and development

c. Human behavior within organizations

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d. The task environment
e. Customer retention

ANSWER: c
RATIONALE: Fundamentally, organizational behavior is the study of three things: human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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26. Points of contact between individuals and the organization include all of the following EXCEPT:
a. coworkers.
b. competitors.
c. managers.
d. formal policies and procedures.
e. changes implemented by the organization.

ANSWER: b
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Communication - AACSB: Group Dynamics
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27. Which of the following is NOT a factor that affects the nature of organizational behavior?
a. The environment surrounding the organization
b. Individuals' expectations and goals
c. The organization itself
d. Formal organizational policies and procedures
e. Product price levels

ANSWER: e

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RATIONALE: The nature of organizational behavior is affected by environment, individuals, the organization itself, as well as its procedures and policies.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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28. The success of virtual teams often depends upon the
    a. software used to meet remotely.
    b. global mindset of the organization.
    c. ability of induvial members to work asynchronously.
    d. manager’s effectiveness at monitoring and correcting employee behavior.
    e. leadership exhibited by managers.

ANSWER: e
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
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29. By listening to employees, recognizing their work, and building trust, managers have been able to accomplish which of the following?
    a. Improve the organization's operating earnings
    b. Increase the number of product lines
    c. Lower prices
    d. Decrease the number of product lines
    e. Raise prices

ANSWER: a
RATIONALE: Evidence shows that these aspects, considered the “softer side of business,” can increase a business’s bottom line.
POINTS: 1

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DIFFICULTY: Moderate
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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30. At its essence, organizational behavior helps explain and predict all of the following EXCEPT:
    a. how people interpret events.
    b. how people behave in organizations.
    c. how people and groups react.
    d. how groups behave and interpret events.
    e. how effectively groups can work together to increase profits.

ANSWER: e
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
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31. Which of the following is NOT a type of resource organizations use when pursuing corporate goals and objectives?
    a. Human
    b. Financial
    c. Physical
    d. Invisible
    e. Information

ANSWER: d
RATIONALE: Organizational resources can generally be classified into four groups: human, financial, physical, and/or information resources.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False

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LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
KEYWORDS: Bloom's: Remember
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32. Planning is the process of
    a. designing jobs, grouping jobs into units, and establishing patterns of authority between jobs and units.
    b. determining the organization's desired future position and deciding the best way to achieve the desired outcome.
    c. motivating the organization's members to work together toward the organization's goals.
    d. monitoring and correcting the actions of the organization and its members to keep them directed toward their goals.
    e. utilizing organizational resources with the ultimate goal of attaining organizational goals efficiently and effectively.

ANSWER: b
RATIONALE: Planning involves determining organizational goals and a means for achieving them.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Strategy - AACSB: Group Dynamics
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33. A manager who groups jobs into units is performing which of the following functions of management?
    a. Planning
    b. Organizing
    c. Controlling
    d. Supervising
    e. Leading

ANSWER: b
RATIONALE: Organizing involves deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up

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the management process and relate them to organizational behavior.

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United States - AACSB: HRM

KEYWORDS: Bloom's: Remember

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34. When managers strive to motivate employees to work together toward the organization's goals, they are performing which of the following managerial functions?

a. Synergizing
b. Controlling
c. Leading
d. Planning
e. Organizing

ANSWER: c

RATIONALE: Employee motivation is a leadership function of management.

POINTS: 1

DIFFICULTY: Moderate

REFERENCES: 1-2: The Managerial Context of Organizational Behavior

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.

NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Leadership

KEYWORDS: Bloom's: Apply

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35. Evaluating employee performance is an element of the managerial function associated with

a. leading.
b. decision making.
c. organizing.
d. planning.
e. controlling.

ANSWER: e

RATIONALE: Monitoring and correcting the actions of the organization and its employees are part of the managerial function of controlling.

POINTS: 1

DIFFICULTY: Moderate

REFERENCES: 1-2: The Managerial Context of Organizational Behavior

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.

NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics

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United States - AACSB: Leadership

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36. A manager fulfills the primary role of a leader by

a. choosing the best resources to effectively and efficiently produce the organization's product or service.

b. verifying the quality of resources that pass through the organization.

c. determining how organizational resources will be released in the environment.

d. encouraging workers to increase productivity.

e. identifying the various suppliers that the organization will utilize to acquire resources.

ANSWER: d

RATIONALE: The leadership function has to do with motivation. Encouraging workers to increase productivity is the only choice that involves motivating employees.

POINTS: 1

DIFFICULTY: Moderate

REFERENCES: 1-2: The Managerial Context of Organizational Behavior

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.

NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Communication - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
United States - AACSB: Leadership

KEYWORDS: Bloom's: Understand

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37. A manager who schedules regular department meetings to provide relevant information to employees is demonstrating strong

a. interpersonal skills.

b. technical skills.

c. diagnostic skills.

d. conceptual skills.

e. leadership skills.

ANSWER: a

RATIONALE: Interpersonal skills refer to a manager's ability to interact effectively with other people.

POINTS: 1

DIFFICULTY: Moderate

REFERENCES: 1-2: The Managerial Context of Organizational Behavior

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.

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KEYWORDS: Bloom's: Understand
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38. A manager's ability to determine the causes of problems within their organization and formulate solutions to those problems is evidence of their
    a. conceptual skills.
    b. time management skills.
    c. diagnostic skills.
    d. interpersonal skills.
    e. technical skills.

ANSWER: c
RATIONALE: Diagnostic skills refer to a manager's ability to determine the causes of—and formulate solutions to—problems within the organization.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
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United States - AACSB: Communication - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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39. A manager who recognizes opportunities where others can only think of roadblocks is demonstrating strong
    a. problem-solving skills.
    b. diagnostic skills.
    c. technical skills.
    d. conceptual skills.
    e. interpersonal skills.

ANSWER: d
RATIONALE: A manager's ability to think in the abstract is determined by her conceptual skills.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
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United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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40. Skills that are generally associated with the operations employed by the organization in its production processes are considered

a. interpersonal skills.
b. problem-solving skills.
c. conceptual skills.
d. diagnostic skills.
e. technical skills.

ANSWER: e
RATIONALE: Technical skills refer to an employee's ability to perform specific tasks within the organization.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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41. Abdul, a middle manager in a high-tech firm, is able to identify which of the organization’s products in development are most likely to appeal to consumers because of his strong

a. diagnostic skills.
b. conceptual skills.
c. technical skills.
d. interpersonal skills.
e. All of these are correct.

ANSWER: b
RATIONALE: Conceptual skills, which allow a manager to think in the abstract, enable them to see the “big picture”—in this case, the products customers are likely to find appealing.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
United States - AACSB: Reflective Thinking - AACSB: Environmental Influence
KEYWORDS: Bloom's: Understand
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42. The systems perspective defines a system as
    a. an interrelated set of elements that function as a whole.
    b. a procedure for fair and impartial performance appraisals.
    c. a collection of independent organizations.
    d. the central technology of the organization.
    e. the ideal process to complete any organizational task.

ANSWER:	a
RATIONALE:	This question provides the definition of a system.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics United States - AACSB: Creation of Value
KEYWORDS:	Bloom's: Remember
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43. All of the following are inputs that an organization receives from its environment EXCEPT:
    a. money.
    b. materials.
    c. people.
    d. employee behaviors.
    e. information.

ANSWER:	d
RATIONALE:	Employee behaviors are throughputs into the environment not inputs from the environment.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics United States - AACSB: Environmental Influences
KEYWORDS:	Bloom's: Understand
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44. Following a systems approach, the profit Walmart receives from its services is identified as a type of
    a. technology.
    b. output.
    c. input.
    d. transformation.

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e. contingency.

ANSWER: b
RATIONALE: Profits/losses are an output, along with products/services, employee behaviors, and new information.
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
KEYWORDS: Bloom's: Understand
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45. The systems approach is beneficial to managers because it
a. underscores the importance of the organization's environment.
b. provides a set of procedures to make decisions.
c. enables them to eliminate interactions among various elements of the organization.
d. reduces the risk of human error.
e. shifts the focus from outside the company to inside the company.

ANSWER: a
RATIONALE: Understanding an organization's environment is essential because, for example, failing to acquire the appropriate resources or to heed feedback from the environment can lead to terrible consequences for the organization.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Technology - AACSB: Information Technologies
KEYWORDS: Bloom's: Remember
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46. Which perspective argues there's "one best way" to solve a problem in any organization?
a. The universal perspective
b. Behavioral organization theory
c. The systems perspective
d. The interactional perspective
e. The contingency perspective

ANSWER: a
RATIONALE: Proponents of the universal perspective believed that universal rules could be devised that

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would achieve certain positive outcomes—such as higher employee performance or satisfaction—in any organization under any circumstances.

POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Strategy - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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47. Which management perspective states that one leadership style will not always be effective in enhancing employee satisfaction and job performance in every circumstance?

a. Situational perspective
b. Classical perspective
c. Behavioral perspective
d. Interactional perspective
e. Universal perspective

ANSWER: a
RATIONALE: The situational perspective is characterized by the belief that organizational outcomes are always affected by context.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Communication - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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48. Which contextual perspective suggests that individuals and situations interact continuously to determine individuals' behavior?

a. Interactionalism
b. Contextualism
c. Universalism
d. Individualism
e. Systems theory

ANSWER: a
RATIONALE: This question provides the definition of interactionalism.

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POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
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49. Managers generally try to direct the behaviors of people in their organizations in ways that promote organizational effectiveness. They can achieve this by doing all of the following EXCEPT:

a. enhancing behaviors and attitudes.
b. promoting interactionalism.
c. minimizing dysfunctional behaviors.
d. driving strategic execution.
e. promoting citizenship.

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
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50. Which of the following is used to measure potentially dysfunctional behavior in an organization?

a. Absenteeism
b. Job satisfaction
c. Job dissatisfaction
d. Organizational commitment
e. Employee engagement

ANSWER: a
RATIONALE: Absenteeism can be an indication of dysfunctional behavior when it detracts from rather than contributes to organizational performance.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice

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HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
KEYWORDS: Bloom's: Understand
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51. Which of the following individual behaviors is a relatively narrow indicator of efficiency measured by the employee's products or services created per unit of input?

a. Productivity
b. Absenteeism
c. Turnover
d. Profitability
e. Cost-effectiveness

ANSWER: a
RATIONALE: This statement provides the definition of productivity.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
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52. Offering especially well-made or low-priced products is often a source of an organization's

a. cultural privilege.
b. specialization strategy.
c. differentiation strategy.
d. competitive advantage.
e. operational excellence.

ANSWER: d
RATIONALE: This statement provides the definition of competitive advantage.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.

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53. Successful business strategies enable organizations to create and maintain a competitive advantage that is
    a. inflexible.
    b. sustainable.
    c. volatile.
    d. intangible.
    e. monetizable.

ANSWER: b
RATIONALE: An organization's objective is not only to develop a competitive advantage but also to hang onto it, making it sustainable.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Strategy - AACSB: Group Dynamics
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54. Which of the following is NOT a source of competitive advantage?
    a. A well-known brand name
    b. Convenience
    c. Excellent customer service
    d. The most products on the market
    e. Short development times

ANSWER: d
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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55. Organizations pursuing a strategy of keeping costs and prices low usually try to develop a competitive advantage using which of the following?

a. Operational excellence
b. Differentiation
c. Cost analysis
d. Employee training
e. Product innovation

ANSWER: a
RATIONALE: Operational excellence maximizes the efficiency of the manufacturing or product development process to minimize costs.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
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56. Firms that strive to be the lowest cost producer in the industry for a particular level of product quality are employing which type of business strategy?

a. Cost leadership
b. Differentiation
c. Specialization
d. Growth
e. Self-sabotaging

ANSWER: a
RATIONALE: This statement provides the definition of the cost leadership strategy.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
United States - AACSB: Strategy - AACSB: Group Dynamics
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57. Winton's Widgets is a company that is adept at designing products that can be efficiently manufactured and engineering efficient manufacturing processes to keep production costs low. Which business strategy is Winton's Widgets employing?

a. Innovation
b. Differentiation
c. Specialization
d. Growth
e. Cost leadership

ANSWER: e
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
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United States - AACSB: Strategy - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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58. If a company creates a corporate culture that encourages employees to suggest new ideas, it is applying a strategy that focuses on

a. cost leadership.
b. differentiation.
c. specialization.
d. growth.
e. sabotage.

ANSWER: b
RATIONALE: The cornerstone of the differentiation strategy is the development of unique and highly valued products and services.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
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59. Businesses that focus on buyers with special needs are using which type of strategy?
    a. Cost leadership
    b. Differentiation
    c. Specialization
    d. Growth
    e. Psychological

ANSWER: c
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
United States - AACSB: Strategy - AACSB: Group Dynamics
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60. Organizations pursuing a specialization strategy often try to develop a competitive advantage based on
    a. market concentration.
    b. profit margin.
    c. customer intimacy.
    d. brand recognition.
    e. product placement.

ANSWER: c
RATIONALE: The development of customer intimacy is often central to the successful application of a specialization strategy.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
United States - AACSB: Strategy - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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61. Organizations pursuing a differentiation strategy often try to develop a competitive advantage based on product
    a. intervention.

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b. integration.
c. initiation.
d. innovation.
e. integrity.

ANSWER: d
RATIONALE: The differentiation strategy hinges on developing unique products.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
United States - AACSB: Strategy - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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62. Maximizing the efficiency of the manufacturing or product development process in order to minimize costs is referred to as

a. managerial skill.
b. business superiority.
c. operational excellence.
d. maintenance strategy.
e. differentiation.

ANSWER: c
RATIONALE: This statement provides the definition of operational excellence.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
United States - AACSB: Strategy - AACSB: Group Dynamics
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63. An organization with a competitive advantage due to product innovation would likely seek a core workforce of research and development employees who have

a. an entrepreneurial mindset.
b. a shorter-term focus.

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c. a low tolerance for ambiguity.
d. conservative values.
e. a high aversion to taking risks.

ANSWER: a
RATIONALE: Innovative people tend to have a longer-term focus, a high tolerance for ambiguity, unconventional values, and an above-average willingness to take risks.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
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64. The success of a growth strategy depends on the firm's ability to find and retain the right number and types of
a. new companies to acquire.
b. investor preferences.
c. niche products to offer.
d. employees to sustain its intended growth.
e. subcontractors.

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-3: The Strategic Context of Organizational Behaviorp
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
United States - AACSB: Strategy - AACSB: Group Dynamics
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65. Which type of management is based on the belief that productivity is maximized when organizations are rationalized with precise sets of instructions based on time-and-motion studies?
a. Scientific
b. Sociological
c. Straightforward
d. Strategic

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e. Stratospheric

ANSWER: a
RATIONALE: This statement provides the definition of scientific management.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
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66. After World War I, organizations shifted their attention away from scientific management to understanding the role of

a. managerial corruption.
b. law and politics.
c. gender and sexual harassment.
d. religion and spirituality.
e. human factors and psychology.

ANSWER: e
RATIONALE: Disillusionment with scientific management led researchers to begin considering human and psychological factors.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
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67. When people improve an aspect of their behavior or performance because they are aware they are being assessed, they are illustrating the

a. Hamilton effect.
b. Henricks effect.
c. Hawthorne effect.
d. Hampton effect.
e. Hoover effect.

ANSWER: c
RATIONALE: This statement provides the definition of the Hawthorne effect.
POINTS: 1

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DIFFICULTY: Easy
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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68. The idea that the human dimensions of work, including group relations, can supersede organizational norms and even an individual's self-interests is at the heart of which movement?

a. The human relations movement
b. The dignity of work movement
c. Hawthorne's philosophy of work movement
d. Deming's "plan-do-check-act" movement
e. The open system movement

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
United States - AACSB: Leadership Principles
KEYWORDS: Bloom's: Remember
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69. Known as the "prophet of management" for ideas that were ahead of their time, who discovered the creativity exercise known as brainstorming?

a. W. Edwards Deming
b. George Elton Mayo
c. Mary Parker Follett
d. Frederick Winslow Taylor
e. Sun-Tzu

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False

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LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
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United States - AACSB: Leadership Principles
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70. Which of the following questions could NOT be answered as a result of organizational behavior research findings?
    a. What goal level will best motivate my employees?
    b. How important is employee satisfaction to job performance?
    c. Should I seek a promotion with a competing firm?
    d. Is stress always bad?
    e. When are different leadership approaches most effective?

ANSWER: c
RATIONALE: While some of our intuitions about organizational behavior (OB) have been confirmed by research, some have not.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
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71. Which method of knowledge generation relies on systematic studies that identify and replicate results using a variety of methods, samples, and settings?
    a. Philosophical
    b. Statistical
    c. Mathematical
    d. Scientific
    e. Humanist

ANSWER: d
RATIONALE: This statement provides the definition of the scientific method.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.

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72. What is the term for a written prediction specifying expected relationships between certain variables?
    a. Hypothesis
    b. Theory
    c. Prophecy
    d. Correlation
    e. Statistic

ANSWER: a
RATIONALE: This question provides the definition of a hypothesis.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
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73. A collection of verbal and symbolic assertions that specify how and why two or more variables are related, and the conditions under which they should and should not relate, is known as a
    a. hypothesis.
    b. theory.
    c. data set.
    d. fact.
    e. statistic.

ANSWER: b
RATIONALE: This statement provides the definition of a theory.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
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74. Which of the following is an example of a hypothesis?
    a. Setting a goal will be positively related to the number of products assembled.
    b. A researcher found a 0.8 correlation between goal setting and productivity.
    c. Personally, I am more productive when I set goals.
    d. I wonder if there is a relationship between goal setting and productivity.
    e. There is no way to determine whether goal setting is positively or negatively related to productivity.

ANSWER:	a
RATIONALE:	A hypothesis is a specific prediction of how two variables will be related.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	1-5: Managing for Effectiveness
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics
KEYWORDS:	Bloom's: Apply
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75. The predictor in an experiment—predicted to affect something else—is which type of variable?
    a. Dependent
    b. Independent
    c. Codependent
    d. Interdependent
    e. Measured

ANSWER:	b
RATIONALE:	In an experiment, the independent variable is the one that scientists control directly to determine whether it affects something else. The "something else" is the dependent variable, which is the variable that scientists measure.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	1-5: Managing for Effectiveness
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics
KEYWORDS:	Bloom's: Remember
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76. The criterion in an experiment—predicted to be affected by something else—is which type of variable?
    a. Dependent
    b. Independent
    c. Codependent

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d. Interdependent
e. Control

ANSWER: a
RATIONALE: In an experiment, the independent variable is the one that scientists control directly to determine whether it affects the dependent variable, which is what the scientists measure.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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77. A researcher hypothesizes that the age of employees influences their awareness of diversity. In this example, age is the
a. hypothesis.
b. correlation.
c. theory.
d. independent variable.
e. dependent variable.

ANSWER: d
RATIONALE: The independent variable is what scientists control directly. The dependent variable is what scientists measure. In this experiment, scientists set the age and measure the diversity awareness.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
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78. A correlation reflects the size and strength of the statistical relationship between two
a. variables.
b. means.
c. hypotheses.
d. standard deviations.
e. dependent variables.

ANSWER: a

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RATIONALE: This statement provides the definition of correlation.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
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79. What letter is used to refer to a correlation?
    a. r
    b. f
    c. p
    d. n
    e. c
ANSWER: a
RATIONALE: R is used to refer to a correlation, not c.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
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80. What is the total statistical correlation range?
    a. 0 to 10
    b. 1 to 10
    c. 0 to 100
    d. –10 to 10
    e. –1 to 1
ANSWER: e
RATIONALE: Correlations range from –1 (an absolute negative relationship) to +1 (an absolute positive relationship). A correlation of 0 means that the two variables are not related in any way at all.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice

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HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
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81. What type of relationship is indicated by a correlation of +0.90?
    a. A strong, positive relationship
    b. A weak, positive relationship
    c. No relationship
    d. A weak, negative relationship
    e. A strong, negative relationship
ANSWER: a
RATIONALE: Correlations range from –1 (an absolute negative relationship) to +1 (an absolute positive relationship). Since +0.90 is very close to 1, it implies a strong, positive relationship.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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82. A researcher studying the relationship between age and diversity awareness finds a negative correlation. What do the researcher’s results suggest?
    a. As age increases, diversity awareness increases.
    b. As age decreases, diversity awareness decreases.
    c. As age increases, diversity awareness decreases.
    d. A person's age doesn't affect his or her level of diversity awareness.
    e. The study was inconclusive.
ANSWER: c
RATIONALE: A negative correlation between two variables indicates that as one variable increases, the other decreases.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.

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83. A statistical technique used to combine the results of many different research studies conducted in a variety of organizations and for a variety of jobs is known as a(n)

a. standard deviation.
b. path analysis.
c. analysis of variance.
d. regression.
e. meta-analysis.

ANSWER: e
RATIONALE: This statement provides the definition of meta-analysis.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
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84. An urgent problem has arisen requiring several employees in a particular department to stay late. Edgar begs off and leaves the office at his usual time, but Anyah agrees to stay late and help her team. Anyah is displaying a characteristic of

a. dysfunctional behavior.
b. strategic execution.
c. intuition.
d. independent variable.
e. organizational citizenship.

ANSWER: e
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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85. The Mother of Pearl soft drink company is developing a beverage that looks like milk but tastes like soda. It is the only product of its kind of the market and is made using a secret combination of unique ingredients. Mother of Pearl is pursuing which type of business strategy?

a. Cost leadership
b. Differentiation
c. Customer intimacy
d. Growth
e. Operational

ANSWER: b
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
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86. The key to the creation of a competitive advantage and business strategy execution is the effective management of

a. people.
b. financial resources.
c. raw materials.
d. distribution channels.
e. communication channels.

ANSWER: a
RATIONALE: Although these are all important elements, talent is considered the most important for a customer-oriented company.
POINTS: 1
DIFFICULTY: Easy
REFERENCES: 1-3: The Strategic Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior.
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87. Seline runs a small company that sells medical software. She has devised a process that enables her company to develop new versions of the software quickly and with almost no bugs. However, Seline believes that the success of this

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process hinges on her company's unique makeup and the type of product it produces; she does not believe that most software companies would be able to use her process to any great effect. Seline's views embody which of the following perspectives?

a. Scientific
b. Universal
c. Situational
d. Interactional
e. Pessimistic

ANSWER: c
RATIONALE: Seline believes that just because something works for one organization doesn't guarantee that it will work for all organizations. In other words, the success or failure of a given process depends on context: the situational variables that define an organization. This lines up exactly with the situational perspective.
POINTS: 1
DIFFICULTY: Challenging
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
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88. Which of the following is NOT a facet of human resource management?

a. Developing incentives to motivate employees
b. Developing plans to use fewer employees
c. Creating programs to develop employees' skills
d. Developing incentives to retain employees
e. Attracting high-quality employees

ANSWER: b
RATIONALE: Human resource management (HRM) is concerned with attracting, developing, and retaining high-quality employees. This does not necessarily entail using fewer employees overall, however.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: HRM
United States - AACSB: Strategy - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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89. Scientific management achieved which of the following?

a. It decreased the monotony of work.
b. It was eagerly accepted by workers.
c. It gave workers control over their jobs.
d. It increased productivity.
e. It saw wide use for more than a century.

ANSWER: d
RATIONALE: Although scientific management improved productivity, it also increased the monotony of work. Scientific management left no room for individual preferences or initiative and was not always accepted by workers. It was eventually replaced by other models.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Creation of Value
KEYWORDS: Bloom's: Remember
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90. Which of the following is NOT a dysfunctional behavior?

a. Absenteeism
b. Asking for a raise
c. Turnover
d. Sabotage
e. Rudeness

ANSWER: b
RATIONALE: Discussing compensation with your manager is not a dysfunctional behavior.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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91. Turnover occurs when employees

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a. are called to jury duty.
b. feign illness.
c. are fired.
d. resign from their jobs.
e. are promoted.

ANSWER: d
RATIONALE: Turnover, by definition, is both voluntary and permanent. Getting fired is permanent but not voluntary, so it isn't turnover. Going to jury duty is neither voluntary nor permanent, and calling in sick is voluntary but temporary. Only quitting fits the definition of turnover.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Understand
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92. Which of the following terms refers to behaviors of individuals that make a positive overall contribution to the organization?
a. Organizational commitment
b. Organizational citizenship
c. Affective commitment
d. Normative commitment
e. Subjective responsibility

ANSWER: b
RATIONALE: This question provides the definition of organizational citizenship.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-5: Managing for Effectiveness
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: OB.GRIF.24.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Remember
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Essay

93. Explain why it is important for managers to have a strong understanding of organizational behavior.

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ANSWER: The core of organizational behavior (OB) is being effective at work. Understanding how people behave in organizations and why they do what they do is critical to working effectively with and managing others. OB gives everyone the knowledge and tools they need to be effective at any organizational level. OB is an important topic for anyone who works or who will eventually work in an organization, which is the case for most people.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-1: What Is Organizational Behavior?
QUESTION TYPE: Essay
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: OB.GRIF.24.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Communication - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Apply
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94. Discuss the four basic management functions and how they relate to organizational behavior.
ANSWER: Managers engage in the four basic functions of planning, organizing, leading, and controlling. These functions are applied to human, financial, physical, and information resources with the ultimate purpose of efficiently and effectively attaining organizational goals. Planning is the process of determining the organization's desired future position and deciding how best to get there. Organizing is the process of designing jobs, grouping jobs into manageable units, and establishing patterns of authority among jobs and groups of jobs. Leading is the process of motivating members of the organization to work together toward the organization's goals. Finally, controlling is the process of monitoring and correcting the actions of the organization and its people to keep them headed toward their goals.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-2: The Managerial Context of Organizational Behavior
QUESTION TYPE: Essay
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: OB.GRIF.24.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Leadership
KEYWORDS: Bloom's: Apply
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95. Identify and explain two of the contextual perspectives on organizational behavior.
ANSWER: Several contextual perspectives—most notably the systems and contingency perspectives and the interactional view—influence our understanding of organizational behavior. The systems perspective, or the theory of systems, was first developed in the physical sciences. A system is an interrelated set of elements that function as a whole. According to this perspective, an

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organizational system receives four kinds of inputs from its environment: material, human, financial, and informational. The organization's managers then combine and transform these inputs and return them to the environment in the form of products or services, employee behaviors, profits or losses, and additional information. Then the system receives feedback from the environment regarding these outputs. An example of a systems perspective is any large manufacturing company like Harley-Davidson. Material inputs would be all the parts used to manufacture motorcycles; human inputs are the employees who assemble the motorcycles, office staff, salespeople, etc.; financial inputs would include the money received from sales, stockholder investments, etc.; and information inputs would include things like forecasts about future sales. Outputs would include the motorcycles sold to consumers, profits made for owners, dividends to stockholders, etc.

The contingency perspectives include the situational and universal perspectives. In the universal approach, the organizational problems or situations determine the one best way to respond. In the situational approach, organizational problems or situations must be evaluated in terms of elements of the situation, which then suggest contingent or situational ways of responding. As an example of a situational versus a universal perspective, consider a software production company that developed some new software that works well for it, but it does not believe other similar companies would be interested in buying this product. This would be a situational perspective. If the software company did believe other companies could use the product, then it would have a universal perspective.

Interactionalism is another useful perspective to help better understand behavior in organizational settings. Interactionalism attempts to explain how people select, interpret, and change various situations. Note that the individual and the situation are presumed to interact continuously. This interaction is what determines the individual's behavior. The interactional view implies that simple cause-and-effect descriptions of organizational phenomena are not enough. For example, one set of research studies may suggest that job changes lead to improved employee attitudes. Other studies may propose that attitudes influence how people perceive their jobs in the first place. Both positions probably are incomplete: Employee attitudes may influence job perceptions, but these perceptions may in turn influence future attitudes.

POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Essay
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
United States - AACSB: Communication - AACSB: Group Dynamics
United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
KEYWORDS: Bloom's: Apply
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96. Using the model presented in your text, briefly define the systems approach to organizations. Give examples of each component.

ANSWER: The systems approach to organizations provides a useful framework for understanding how the elements of an organization interact among themselves and with their environment. Various inputs are transformed into different outputs, with important feedback from the environment. An organizational system receives four kinds of inputs from its environment:

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material, human, financial, and informational. The organization's managers then combine and transform these inputs and return them to the environment in the form of products or services, employee behaviors, profits or losses, and additional information. Then the system receives feedback from the environment regarding these outputs.

As an example, we can apply systems theory to ExxonMobil. Material inputs include pipelines, crude oil, and the machinery used to refine petroleum. Human inputs are oil field workers, refinery workers, office staff, and other people employed by the company. Financial inputs take the form of money received from oil and gas sales, stockholder investment, and so forth. Finally, the company receives information inputs from forecasts about future oil supplies, geological surveys on potential drilling sites, sales projections, and similar analyses. Through complex refining and other processes, these inputs are combined and transformed to create products such as gasoline and motor oil. As outputs, these products are sold to the consuming public. Profits from operations are fed back into the environment through taxes, investments, and dividends; losses, when they occur, hit the environment by reducing stockholders' incomes. In addition to having on-the-job contacts with customers and suppliers, employees live in the community and participate in a variety of activities away from the workplace, and their behavior is influenced in part by their experiences as ExxonMobil workers. Finally, information about the company and its operations is also released into the environment. The environment, in turn, responds to these outputs and influences future inputs. For example, consumers may buy more or less gasoline depending on the quality and price of ExxonMobil's product, and banks may be more or less willing to lend ExxonMobil money based on financial information released about the company.

POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior
QUESTION TYPE: Essay
HAS VARIABLES: False
STUDENT ENTRY MODE: Basic
LEARNING OBJECTIVES: OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS: United States - AACSB: Analytic - AACSB: Group Dynamics
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97. Compare and contrast the universal and situational perspectives in organizational behavior.
ANSWER: The universal perspective presumes a direct cause-and-effect linkage between variables. For example, it suggests that whenever a manager encounters a particular problem or situation (such as motivating employees to work harder), a universal approach, "one best way," exists (such as raising pay or increasing autonomy) that will lead to the desired outcome. The situational perspective, on the other hand, acknowledges that several variables alter the direct relationship. In other words, the appropriate managerial action or behavior in any given situation depends on elements of that situation. The field of organizational behavior has gradually shifted from a universal approach in the 1950s and early 1960s to a situational perspective. The situational perspective has been widely documented in the areas of motivation, job design, leadership, and organizational design, and it is becoming increasingly important throughout the entire field.
POINTS: 1
DIFFICULTY: Moderate
REFERENCES: 1-4: Contextual Perspectives on Organizational Behavior

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QUESTION TYPE:	Essay
HAS VARIABLES:	False
STUDENT ENTRY MODE:	Basic
LEARNING OBJECTIVES:	OB.GRIF.24.1.4 - Identify and describe contextual perspectives on organizational behavior.
NATIONAL STANDARDS:	United States - AACSB: Analytic - AACSB: Group Dynamics United States - AACSB: Communication - AACSB: Group Dynamics United States - AACSB: Individual Dynamics - AACSB: Group Dynamics
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