Essentials of Organizational Behavior 4th edition Scandura Test Bank

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Essentials of Organizational Behavior (4th)

ISBN 9781071900024 | Chapter 1: What Is Organizational Behavior?

Total Questions: 82

Easy

Multiple Choice (18)

Q1. *[Multiple Choice]*

What is the term for the emergence of strong feelings of affiliation due to the interactions and trust among workers?

a) coworker dependence
b) empathy wages
c) interpersonal competition
d) spontaneous collaboration ✓ correct

Q2. *[Multiple Choice]*

According to Mitroff, successful critical thinking is supported by _____.

a) solving every single problem
b) strict discipline
c) tentative decisions
d) asking the right questions ✓ correct

Q3. *[Multiple Choice]*

Which level of analysis is more typical in strategic management than in OB?

a) team
b) industry ✓ correct
c) organizational
d) individual

Q4. *[Multiple Choice]*

Organizational behavior is the study of _____.

a) strategic management processes
b) information technology
c) employee motivation
d) individuals and their behaviors at work ✓ correct

Q5. *[Multiple Choice]*

Modern organizational behavior studies originally started with _____.

a) Chester Barnard
b) Elton Mayo's Hawthorne Studies ✓ correct
c) Frederick Taylor in the 1900s
d) a 2008 to 2010 Gallup study

Q6. *[Multiple Choice]*

Research in the area of _____ helps organizational behavior researchers understand organizational culture and leading change.

a) applied psychology
b) information technology
c) sociology ✓ correct
d) industrial psychology

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Q7. *[Multiple Choice]*

Evidence–based management (EBM) can be defined as the ability to translate _____.

a) research to theory
b) theory to research
c) practice to research
d) research to practice ✓ correct

Q8. *[Multiple Choice]*

With regard to EBM, leaders are encouraged to emphasize drawbacks and _____.

a) failures
b) hindrances
c) virtues ✓ correct
d) deal breakers

Q9. *[Multiple Choice]*

Which is true about critical thinking?

a) It is a relatively young field.
b) It has been developed over thousands of years. ✓ correct
c) It began with the Hawthorne studies.
d) It relies on collective brilliance.

Q10. *[Multiple Choice]*

The three–part process of critical thinking includes _____.

a) experimentation
b) reasoning ✓ correct
c) consulting
d) repetition

Q11. *[Multiple Choice]*

Which of the following is a critical thinking skill?

a) self-denial
b) strictness
c) lack of precision
d) attention to detail ✓ correct

Q12. *[Multiple Choice]*

Which question does Mitroff saya manager should ask to solve the right problem in an organization?

a) “What country are we in?”
b) “How can we make more money?”
c) “Are our products and services customizable?”
d) “How will the outside world perceive our actions?” ✓ correct

Q13. *[Multiple Choice]*

Organizational citizenship behavior (OCB) is when an employee _____.

a) goes above and beyond their job requirements to help others at work ✓ correct
b) meets the minimum requirements for their job
c) exemplifies very high levels of job proficiency
d) reports high levels of loyalty to the organization

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Q14. *[Multiple Choice]*

Thriving is defined as employees who are _____.

a) willing to help their coworkers
b) experiencing vitality and learning ✓ correct
c) loyal to their organization
d) acting in a way that benefits society

Q15. *[Multiple Choice]*

Prosocial motivation assesses the degree to which employees _____.

a) have loyalty to the organization
b) behave to benefit society ✓ correct
c) behave to benefit themselves
d) experience vitality and growth

Q16. *[Multiple Choice]*

Turnover intentions and turnover are forms of _____.

a) motivation
b) employee withdrawal ✓ correct
c) performance
d) work-related abilities

Q17. *[Multiple Choice]*

Employee withdrawal often manifests as which of the following?

a) absenteeism ✓ correct
b) prosocial behavior
c) organizational citizenship behavior
d) requesting a pay raise

Q18. *[Multiple Choice]*

Which of the following is recognized as a level of analysis in organizational behavior research?

a) dynamic
b) industry ✓ correct
c) social
d) emotional

True/False (10)

Q19. *[True/False]*

Ghosting is a form of employee withdrawal.

a) True ✓ correct
b) False

Correct answer: True

Q20. *[True/False]*

The Hawthorne effect describes negative responses in attitudes and performance when researchers pay attention to a group of workers as a whole.

a) True
b) False ✓ correct

Correct answer: False

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Q21. *[True/False]*

Organizational behavior is a multidisciplinary field.

a) True ✓ correct

b) False

Correct answer: True

Q22. *[True/False]*

Biology is a primary research area for OB scholars.

a) True

b) False ✓ correct

Correct answer: False

Q23. *[True/False]*

The Kurt Lewin phrase “There is nothing as practical as a good theory,” relates to evidence–based management.

a) True ✓ correct

b) False

Correct answer: True

Q24. *[True/False]*

EBM stands for evidence–based management.

a) True ✓ correct

b) False

Correct answer: True

Q25. *[True/False]*

Organizational citizenship behavior is impacted by an organization's culture.

a) True ✓ correct

b) False

Correct answer: True

Q26. *[True/False]*

Analyzing the impact of dyads in a workplace is considered individual level analysis.

a) True ✓ correct

b) False

Correct answer: True

Q27. *[True/False]*

Analyzing the effects of team conflict is an organizational level analysis.

a) True

b) False ✓ correct

Correct answer: False

Q28. *[True/False]*

The economy can impact employee performance.

a) True ✓ correct

b) False

Correct answer: True

Essay (1)

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Q29. *[Essay]*

List the six standards that upper level management can use when practicing EBM. What is the relationship between these standards and critical thinking?

> ***Suggested answer:*** *Sample response: Stop treating old ideas as if they were brand new. Be suspicious of "breakthrough" studies and ideas. Develop and celebrate collective brilliance. Emphasize drawbacks as well as virtues. Use success (and failure) stories to illustrate sound practices but not in place of a valid research method. Adopt a neutral stance toward ideologies and theories. These standards help encourage leaders to employ critical thinking when using evidence-based management.*

Medium

Multiple Choice (26)

Q30. *[Multiple Choice]*

Leaders can use critical thinking to determine which data is most _____.

a) important ✓ correct
b) unique
c) popular
d) common

Q31. *[Multiple Choice]*

What is one critical thinking question organizations need to be asking?

a) What new items should we sell?
b) What should our mission be? ✓ correct
c) Should we promote on social media?
d) Are our administrative costs too high?

Q32. *[Multiple Choice]*

What is one component of successful critical thinking?

a) avoiding argumentation as much as possible
b) utilizing consistent self–corrective thinking ✓ correct
c) confidence in your own answers above any others
d) concentrating on one solution rather than comparing options

Q33. *[Multiple Choice]*

Which is a characteristic of Theory Y?

a) mistrust in employees
b) a high level of supervision
c) confidence in worker intentions ✓ correct
d) belief in external motivation

Q34. *[Multiple Choice]*

If a leader wishes to increase employee well–being, they should _____.

a) demonstrate a passive leadership style
b) ask employees to complete assignments outside their job description
c) allow for hybrid work arrangements ✓ correct
d) discourage speaking about mental health topics

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Q35. *[Multiple Choice]*

The first study of organizational behavior was interested in _____.

a) employee productivity ✓ correct
b) team collaboration
c) empathy wages' effects
d) ways to empower the team

Q36. *[Multiple Choice]*

The Hawthorne researchers discovered that _____ was more important for workers than previously known in understanding performance.

a) dimmed lights
b) standards of production
c) the human element ✓ correct
d) an incentive system

Q37. *[Multiple Choice]*

A company is deciding between creating a financial incentive system or investing in plans to strengthen corporate culture. According to the second Hawthorne study, which would be more successful and why?

a) financial incentive system because personal wealth is a primary motivator
b) corporate culture plan because social pressure is more influential than money ✓ correct
c) financial incentive system because it will boost in self–esteem
d) corporate culture plan because people who feel happier are more productive

Q38. *[Multiple Choice]*

Organizational behavior is most closely associated with _____ psychology.

a) developmental
b) cognitive
c) clinical
d) applied social ✓ correct

Q39. *[Multiple Choice]*

The study of how leadership impacts the behavior of employees falls under the category of _____ psychology.

a) cognitive
b) developmental
c) applied social ✓ correct
d) clinical

Q40. *[Multiple Choice]*

Which is an example of someone interested in applied social psychology?

a) Muhamed, who is studying the interactions among a team of doctors creating medical guidelines during a pandemic ✓ correct
b) Janine is observing and describing what equipment improves the speed of employees in a manufacturing environment.
c) Bernardo is documenting the decision-making practices of financial advisors during an economic boom.
d) Joon Hee is comparing personality differences among applicants for a new position in an organization.

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Q41. *[Multiple Choice]*

When an organizational behavior researcher asks why a particular behavior occurs, they are interested in which goal of science?

a) description
b) explanation ✓ correct
c) prediction
d) control

Q42. *[Multiple Choice]*

A manager encourages brainstorming sessions among employees to research and come up with solutions for difficult challenges. Which standard for using EBM does this reflect?

a) beingskeptical of “breakthrough” ideas
b) developing and celebrating collective brilliance ✓ correct
c) not treating old ideas like brand new ones
d) emphasizing drawbacks as well as virtues

Q43. *[Multiple Choice]*

A manager who is studying EBM simply copies a “great” business practice that another company uses. This manager should instead _____.

a) employa more valid research method ✓ correct
b) avoid adopting old theories
c) adopt a breakthrough strategy instead
d) emphasize the virtues of this strategy

Q44. *[Multiple Choice]*

When it comes to EBM, ideologies and theories should be viewed with _____.

a) doubt
b) neutrality ✓ correct
c) concern
d) enthusiasm

Q45. *[Multiple Choice]*

Most management ideologies and theories are _____.

a) developed by experts from North America, so their theories do not always apply on a global level ✓ correct
b) focused on emphasizing the virtue of their strategies without examining the failures
c) attempting to repackage old ideas as new or groundbreaking
d) created without relying heavily enough of collective brilliance

Q46. *[Multiple Choice]*

Critical thinking skills should be used in organizational behavior to _____.

a) systematically sort through information to solve problems ✓ correct
b) take all the information available and apply it in practice
c) accept the merits of all of the information you have heard about
d) confirm that you know everything you need to solve a problem

Q47. *[Multiple Choice]*

Which of the following critical thinking skills relates to decision-making?

a) weighing evidence carefully
b) creating contingency plans ✓ correct
c) consider different points of view
d) recognize biases

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Q48. *[Multiple Choice]*

Critical thinking skills should be used in organizational behavior to _____.

a) systematically sort through information to solve problems ✓ correct
b) take all the information available and apply it in practice
c) accept the merits of all of the information you have heard about
d) confirm that you know everything you need to solve a problem

Q49. *[Multiple Choice]*

What is the main element of job performance?

a) EBM
b) employee investment
c) teamwork
d) productivity ✓ correct

Q50. *[Multiple Choice]*

Performance or job productivity can be defined as determining how _____.

a) well someone gets along with their coworkers
b) much someone knows about the organization where they work
c) often someone comes into work on time each day
d) well someone does at their required work tasks ✓ correct

Q51. *[Multiple Choice]*

Work–related attitudes can be defined as how _____ work.

a) others view an employee at
b) an employee views their own feelings about ✓ correct
c) management views an employee at
d) an employee gets along with others at

Q52. *[Multiple Choice]*

Which action taken by a leader is most likely to decrease an employee's well–being?

a) providing performance feedback for a team who goes over budget
b) asking their executive assistant to make copies of an expense report
c) asking their executive assistant to pick up dry cleaning ✓ correct
d) engaging in weekly, one–on–one meetings

Q53. *[Multiple Choice]*

Which of the following is a form of extrinsic motivation?

a) an increased salary ✓ correct
b) a learning opportunity
c) a positive attitude
d) self-confidence

Q54. *[Multiple Choice]*

Which of the following would be a dyad level analysis in an OB research project?

a) the impact of a mentor's attitude on a protégé's productivity ✓ correct
b) how a supervisor's attitude impacts a group of news reporters they manage
c) how a company's culture impacts employee engagement
d) the impact of the real estate market on the financial investing industry

Q55. *[Multiple Choice]*

An example of the group level of OB analysis is _____.

a) examining why individuals in the same role do not achieve the same levels of productivity

b) evaluating the impact of a team with high-performance norms on individual team members ✓ correct

c) determining the influence company cultural characteristics have on an individual's behavior

d) comparing job performance across different industries

True/False (5)

Q56. *[True/False]*

The field of organizational behavior is mainly focused on making organizations more effective.

a) True ✓ correct

b) False

Correct answer: True

Q57. *[True/False]*

Organizational values should be used as an information source when practicing EBM.

a) True ✓ correct

b) False

Correct answer: True

Q58. *[True/False]*

Critical thinking is irrelevant to leadership.

a) True

b) False ✓ correct

Correct answer: False

Q59. *[True/False]*

Someone who is enthusiastic about their job will have a higher level of employee engagement.

a) True ✓ correct

b) False

Correct answer: True

Q60. *[True/False]*

Processes at all levels of an organization may influence individual employee performance.

a) True ✓ correct

b) False

Correct answer: True

Essay (5)

Q61. *[Essay]*

Explain how the first and second Hawthorne studies have impacted the overall study of organizational behavior.

Suggested answer: *Sample response: The Hawthorne studies showed the human element to be more important than previously thought. In the first study, researchers found that employees were more productive when watched by the researchers. In the second study, researchers found that employees set production standards among themselves in response to a new incentive system. A "human relations" movement followed these studies, and the field of Organizational Behavior had developed by the 1950s.*

Q62. *[Essay]*

Describe the four goals of science and how they apply to organizational behavior.

> ***Suggested answer:*** *Sample response: The four goals of science are description, prediction, explanation, and control. The question "What does the process look like?" achieves the goal of description. Prediction can be achieved by asking, "Will the process occur again? When? Why?" Researchers can work on explanation by asking, "Why is this happening?" Finally, control can be achieved by asking, "Can we change whether or not this happens?" These questions can be asked at all levels of the organization.*

Q63. *[Essay]*

Define critical thinking and explain how it helps us solve problems.

> ***Suggested answer:*** *Sample response: Critical thinking is a rigorous, self-directed way of thinking that allows an individual to strategically examine their own beliefs in the light of evidence. It involves using a set of skills to solve problems according to a rigorous standard. It helps us ask the right questions so that we can solve the right problems in a systematic, evidence-based way.*

Q64. *[Essay]*

Describe what outcome variables are and why they are used in the study of OB.

> ***Suggested answer:*** *Sample response: The five outcome variables are performance, work-related attitudes, motivation, employee well-being, and employee withdrawal. It is very important to assess performance to see how employees and management are doing. Management needs to understand work-related attitudes to know how employees feel about their jobs, their coworkers, and the organization. Motivation is used in OB because if an organization understands what motivates its employees, productivity can increase. Employee well-being studies examine outcomes such as emotional exhaustion, psychosomatic health complaints, and physical health symptoms. Recent research has shown that leaders who are not doing their job (i.e., passive leadership) undermine employee well-being because having a weak leader increases role stress and depletes employees' psychological resources for coping with the stress. An organization needs to understand employee withdrawal because an employee quitting the organization is costly in terms of the money and time spent to recruit, hire, and train replacements.*

Q65. *[Essay]*

Define turnover and discuss its impact on the organization.

> ***Suggested answer:*** *Sample response: Turnover is when an employee quits an organization. Turnover can reduce productivity and cost organizations thousands, if not millions, of dollars through lost revenue opportunities, the cost of training, and more. Turnover can also impact the employees who do not leave, as their workload might change until staffing levels return to normal. This can have implications for employee attitudes, thriving, and well-being.*

Hard

Multiple Choice (13)

Q66. *[Multiple Choice]*

Which is an example of employee turnover?

a) a job candidate is turned down for a retail role

b) a restaurant employee quits her job after her hours are cut ✓ correct

c) a sales associate is promoted to management

d) an accountant is transferred to a different department

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Q67. *[Multiple Choice]*

Jo manages a large team and has noticed that their motivation has been steadily declining. Since it has been going on for months now, Jo attributes it to the monotony of their tasks. In an attempt to boost team spirit and increase productivity, Jo allows them to try new practices and experiment with different strategies. This shift is an example of _____.

a) control ✓ correct
b) prediction
c) explanation
d) description

Q68. *[Multiple Choice]*

Which leader is demonstrating Theory X?

a) a supervisor who assumes his workers are internally motivated
b) a manager who gives his team members full autonomy
c) an executive who feels her employees must be closely monitored ✓ correct
d) a store owner who believes her associates love their work

Q69. *[Multiple Choice]*

Kristen manages a group of workers. She wants to see how her employees would handle positive responses to their attitudes and performances. When she observes them working, she notices they become very productive. However, on days when she does not observe them, their productivity drops. This is called _____.

a) Gallup study
b) scientific management
c) the Hawthorne effect ✓ correct
d) Taylorism

Q70. *[Multiple Choice]*

An office manager makes sure that all of her employees get a cookie cake and a gift card on their birthdays. This is an example of which of the following?

a) empathy wages ✓ correct
b) bonuses
c) perks
d) benefits

Q71. *[Multiple Choice]*

A company manager carefully analyzes productivity records and finds a decline following each holiday and three–day weekend. Which type of information is the manager applying?

a) scientific evidence
b) organizational evidence ✓ correct
c) experiential evidence
d) organizational values

Q72. *[Multiple Choice]*

A veteran teacher said, “I don’t know why administration thinks this new approach is revolutionary. This reading technique is just phonics dressed up in a different way.” Which of the following evidence–based management standards does this statement exemplify?

a) Develop and celebrate collective brilliance.
b) Emphasize drawbacks as well as virtues
c) Adopt a neutral stance toward ideologies and theories.
d) Stop treating old ideas as if they were brand new. ✓ correct

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Q73. *[Multiple Choice]*

A manager says, “I have a hard time believing that the new techniques discussed in *Management Revolution* magazine will be as useful as promised.” Which of the following standards of EBM does this statement exemplify?

a) Develop and celebrate collective brilliance.
b) Emphasize drawbacks as well as virtues
c) Be suspicious of “breakthrough” studies and ideas. ✓ correct
d) Stop treating old ideas as if they were brand new.

Q74. *[Multiple Choice]*

A professor says, “Wikipedia isn’t perfect, but the group editing system often produces better results than a single individual. Academia could learn from this.” Which of the following standards does this statement exemplify?

a) Stop treating old ideas as if they were brand new.
b) Be suspicious of “breakthrough” studies and ideas.
c) Emphasize drawbacks as well as virtues.
d) Develop and celebrate collective brilliance. ✓ correct

Q75. *[Multiple Choice]*

In the statement, “Leader appreciation leads to higher work engagement in employees,” the variable *leader appreciation* is the _____ variable.

a) independent ✓ correct
b) mediating
c) dependent
d) moderating

Q76. *[Multiple Choice]*

Trisha’s manager told her that while her job performance was strong, she needed to go above and beyond what is listed in the job description. Trisha’s manager is talking about which concept?

a) work–related attitudes
b) organizational citizenship behaviors ✓ correct
c) motivation
d) employee withdrawal

Q77. *[Multiple Choice]*

Maddy has been tasked to work on a project dealing with work–related attitudes with her company. She wants to measure how immersed employees are in their work and their enthusiasm for their jobs. She should focus on measuring _____.

a) job performance
b) job satisfaction
c) employee engagement ✓ correct
d) organizational citizenship behaviors

Q78. *[Multiple Choice]*

Fatima has recently taken over as the customer service department manager of ABC Manufacturing. She has been reviewing turnover reports, trying to identify the reason for the high level of turnover within the department. Which factor is likely contributing to this issue?

a) high job satisfaction
b) low unemployment rate ✓ correct
c) low absenteeism
d) high organizational citizenship

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Essay (4)

Q79. *[Essay]*

Explain the difference between organizational evidence and organizational values as sources of information and provide an example of each.

> ***Suggested answer:*** *Sample response: Organizational evidence refers to data that is collected by an organization. An example of organizational evidence may be transcripts from exit interviews of former employees. Organizational values refer to the items that stakeholders may be concerned with or concerned with achieving. Examples of organizational values may be employees who have reasons to quit their job.*

Q80. *[Essay]*

Describe what a study on the organizational level of analysis within organizational behavior may look like.

> ***Suggested answer:*** *Sample response: Exact answers will vary. Correct answers should show an understanding of the organizational level of analysis. These should show the impact of an organization on an individual. This might include studies of company culture's impact on individual employee attitude or productivity.*

Q81. *[Essay]*

How can analysis of organizational behavior impact employee job performance?

> ***Suggested answer:*** *Sample response: Organizational behavior at any level impacts the individual. Studying and understanding how different levels of organizational behavior impact the individual can help leaders better understand how to encourage employee thriving, well-being, and overall performance.*

Q82. *[Essay]*

Describe an example of organizational behavior analysis on the individual level and explain how the outcome of that analysis would be relevant to job performance.

> ***Suggested answer:*** *Sample response: Exact answers will vary. One example is that an individual characteristic might be assessed by conducting personality inventories of each employee. Personality characteristics could have an effect on productivity and employee relationships. For example, people who are highly conscientious will tend to be punctual and get their work completed with little supervision. People who are high in agreeableness will find it easier to make and build positive relationships with other employees.*

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