# *Organizational Behavior 5th edition Hitt Test Bank*

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**Test Bank**
**Chapter One**

**True/False**

1. By allowing the teams to allocate tasks among team members, establish their own work schedules, and recruit new members, Proctor & Gamble empowers its work teams.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

2. Interestingly, much of the training of human capital at Proctor & Gamble is done by human resource management or training specialists.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

3. The Container Store and Proctor & Gamble approach to managing the people who carry out the day-to-day work reveals the powerful difference that a firm's human capital can make by implementing the strategy of unleashing the potential of their people.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

Organizational Behavior 5th edition Hitt Test Bank

4. The Container Store founding principles include the following: hiring only great employees and empowering them to make decisions.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

*Basic Elements of Organizational Behavior*

5. Developing and applying the knowledge of upper management is the primary focus of managing organizational behavior.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Group Dynamics
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

6. Organizational behavior involves the actions of individuals and groups in an organizational context.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Group Dynamics
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

7. The culture and policies of an organization have little effect on the abilities of employees to use their talents effectively.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Environmental Influence
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

8. One of the goals of the strategic approach to organizational behavior is to de-emphasize the reliance on human capital.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Group Dynamics
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

9. The strategic approach to OB involves organizing and managing the people's knowledge and skills effectively to implement the organization's strategy and gain a competitive advantage.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

10. Individual, financial, and organizational factors influence the behavior and value of the people in an organization.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge

LO1: Define organizational behavior and explain the strategic approach to OB

11. Interpersonal factors of a strategic approach to organizational behavior include leadership, communication, and conflict.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

12. Organizational success is both a cause and a result of the productivity and satisfaction of individuals and groups within the organization.

A) True
B) False

Answer: True
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

13. Employees and managers who rely on good common sense about organizational behavior are likely to be very successful.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Group Dynamics
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

14. Only senior managers (not middle or lower-level managers), according to the Strategic Lens Model, can act as strategic leaders.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Strategy
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

15. Effective lower-level managers spend a great deal of their time coaching the firm's associates/workers.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

16. Exercising strategic leadership is a function of one's level in the organization.

A) True
B) False

Answer: False
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Strategy
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

17. Exercising strategic leadership is a function of focus and behavior.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Strategy
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

18. Effective middle managers spend much of their time championing strategic ideas with senior managers and helping the firm to remain adaptive.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

19. Middle managers spend time processing data and information for use by individuals at all levels of the firm.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

20. Skills in communicating, motivating, understanding values, and managing stress are among the most important for senior managers, when delivering the strategic initiatives to lower-level managers.

A) True
B) False

Answer: False
Difficulty: Hard
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

21. Lower-level managers who do not take a strategic approach to their work are likely to focus on short-term problems, and may emphasize resolving problems without examining how they can prevent them in the future.

A) True

B) False

Answer: True
Difficulty: Hard
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

22. Customers or clients of the organization are called “associates.”

A) True
B) False

Answer: False
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

23. Lower-level managers expend efforts to design jobs, team structures and reward systems as part of their daily routine.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

24. The goal of the organizational behavior approach, like basic social science disciplines, is to understand human and group behavior.

A) True
B) False

Answer: False
Difficulty: Hard
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

25. Strategic managers must always seek simple answers to resolve organizational issues.

A) True
B) False

Answer: False
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

26. To improve the performance of organizations is the goal of the strategic OB approach.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

27. The study of strategic organizational behavior emphasizes the application of knowledge from such social sciences as psychology, sociology, economics, and cultural anthropology.

A) True
B) False

Answer: True
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

28. An organization is characterized by a network of individuals, a division of labor and goal orientation.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO2: Provide a formal definition of organization

29. The strategic approach to organizational behavior is more applicable to business organizations than to public sector and not-for-profit organizations.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO2: Provide a formal definition of organization

30. An organization is a collection of individuals whose members may change over time and who form a coordinated system of specialized activities for the purpose of achieving certain goals.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO2: Provide a formal definition of organization

31. In corporate America, Apple's success is mostly the result of the amount of money it spends on research and development.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension

LO2: Provide a formal definition of organization

32. Apple's success can be attributed to factors such as its passion for innovation and the power of its human capital.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO2: Provide a formal definition of organization

33. An organization's critical intangible resource is its human capital.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

34. Examples of intangible resources include equipment and inventory.

A) True
B) False

Answer: False
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

35. Tangible resources in an organization include brand names and organizational culture.

A) True
B) False

Answer: False

Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

36. The reputation of an organization and trust between managers are intangible resources in an organization.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

37. Human capital includes basic values, beliefs and attitudes.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

38. Human capital is the sum of the skills, knowledge, and general attributes of the people in an organization.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

39. The skills, knowledge, and capabilities of managers and associates for learning, communicating, motivating, building trust, and effectively working on teams are components of human capital.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO3: Describe the nature of human capital

40. A company has a competitive advantage when competitors are able to duplicate the work it does.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

41. In creating true competitive advantage, human capital that is valuable, rare, and difficult to imitate is useful.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

42. Tacit knowledge is a type of knowledge that people have and can articulate.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

43. Mercedes car designers, who cannot articulate how they came up with the design for the car, are illustrating tacit knowledge.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

44. Training and mentoring programs assist in developing human capital rareness.

A) True
B) False

Answer: True
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

45. For organizations to have a long-term advantage through its people, they need to have human capital that is valuable, rare and easy to imitate.

A) True
B) False

Answer: False
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value

Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

46. If Susan is displaying emotional intelligence, she is described as having little self-awareness.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Application
LO5: Describe positive organizational behavior and explain how it can contribute to associate's productivity

47. Providing leadership that encourages and nurtures positive emotions often requires the application of emotional intelligence.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO5: Describe positive organizational behavior and explain how it can contribute to associate's productivity

48. Unfortunately, people with strong emotional intelligence need the oversight of others to regulate their own behavior.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO5: Describe positive organizational behavior and explain how it can contribute to associate's productivity

49. Leaders who use emotional intelligence build trusting relationships with their employees and empower them to complete their own tasks.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO5: Describe positive organizational behavior and explain how it can contribute to associate's productivity

50. Giving associates significant decision-making power within the organization is likely to increase their job satisfaction and productivity.

A) True
B) False

Answer: True
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

51. The philosophy behind the high-involvement management approach includes the belief that the most valuable knowledge about the organization resides with senior managers.

A) True
B) False

Answer: False
Difficulty: Hard
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Synthesis
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

52. Sound selection/hiring systems are the first characteristic of high-involvement management.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

53. According to studies, empowering associates leads to decreased knowledge sharing among the associates.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

54. One of the primary goals of high-involvement management is to move the decision making to the lowest level in the organization.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

55. High-involvement management involves managing through encouragement and commitment rather than fear and threats.

A) True
B) False

Answer: True

Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

56. Research has shown that trust between associates results in a positive effect on the organization's financial performance.

A) True
B) False

Answer: True
Difficultly: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

57. The passage on Pixar's core strengths indicates that Pixar empowers associates with significant control over their work and environment, but not their work schedules.

A) True
B) False

Answer: False
Difficultly: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

58. High-involvement managers constantly seek to identify situations in which responsibility can be delegated.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge

LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

59. Incentive compensation has been found to be an ineffective component of high-involvement management.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

60. Examples of incentive compensation systems used in high-involvement management organizations include gain-sharing and profit sharing.

A) True
B) False

Answer: True
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

61. A component of high-involvement management is limited information sharing.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

62. High-involvement management organizations that use selective hiring primarily build small pools of applicants using advertising.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

63. High-involvement management organizations implement a rigorous evaluation process for job candidates.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

64. An important form of training in high-involvement management organizations is socialization into the norms of the organization.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

65. According to research, training in high-involvement management organizations significantly affects productivity and competitiveness.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

66. The majority of the time high-involvement management organizations select their employees solely on their technical skills.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

67. Associates in high-involvement management organizations are closer to the day-to-day activities than are other employees in the organization.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

68. An employee's lack of fit with the organizational culture of an organization was found to cause employees dissatisfaction and lower commitment to their jobs.

A) True
B) False

Answer: True
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value

Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

69. Fortunately, trust between managers and associates is not necessary in a high-involvement organization.

A) True
B) False

Answer: False
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

**Short Answer**

70. Proctor & Gamble _____ its work teams by allowing the teams to allocate tasks among team members, establish their own work schedules, and recruit new members.

Answer: empowers
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

71. Much of the training of human capital at Proctor & Gamble is done by company _____ instead of the human resources department or training specialists.

Answer: managers
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

72. The examples of Proctor & Gamble and The Container Store illustrate the importance of effectively utilizing the organization's _____ to achieve success.

Answer: people (human capital)
Difficulty: Easy

AACSB Tier 1: Analytic
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

73. The Container Store's founders and top executives believe that the top stakeholders were the _____.

Answer: employees
Difficulty: Easy
AACSB Tier 1: Analytic
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

74. The Container Store invests many resources in _____.

Answer: recruiting
Difficulty: Easy
AACSB Tier 1: Analytic
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

75. The strategic approach to organizational behavior is based on the belief that people are the foundation of the organization's _____.

Answer: competitive advantage
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

76. An alternative name for an organization's employees or workers is_____

Answer: Associates
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

77. An organization is a collection of _____.

Answer: individuals

Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

78. The ability to learn, technical skills, and personality characteristics are among the _____ factors that represent the capability of the organization's people.

Answer: individual
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

79. Quality of leadership, communication, and conflict are among the _____ factors that influence the degree to which the capabilities of the organization's people are unleashed.

Answer: interpersonal
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

80. Culture, work environments, and adaptability are among the _____ factors that impact the value of the organization's people.

Answer: organizational
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

81. Senior managers need skills in _____, communicating, and understanding the perspective of others to be able to make strategic decisions for the firm.

Answer: conceptualizing
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge

LO1: Define organizational behavior and explain the strategic approach to OB

82. To be able to effectively implement the firm's strategy, middle managers need skills in networking, communicating, and _____.

Answer: influencing
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

83. _____ level managers spend time processing data and information for use by individuals at all levels of the firm.

Answer: Middle
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

84. _____ level managers remove obstacles for associates and deal with personal problems that affect their work.

Answer: Lower
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

85. Managers cannot gain a sufficient understanding of how to leverage human capabilities from _____ alone.

Answer: common sense
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

86. Managers must avoid seeking _____ answers to resolve organization issues.

Answer: simple
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

87. The reputation of an organization and trust between employees are examples of _____ resources.

No short answers for LO2?

Answer: intangible
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

88. Factories and equipment are examples of _____ resources.

Answer: tangible
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

89. A competitive advantage results when an organization can perform some aspect of its work better than its _____.

Answer: Competitors
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

90. The sum of the skills, knowledge, and general attributes of the people in an organization is its _____.

Answer: human capital
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge

LO3: Describe the nature of human capital

91. An organization's potential for competitive advantage is determined by the degree to which its human capital is _____, _____, and _____.

Answer: valuable, rare, difficult to imitate
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

92. The _____ of human capital is the extent to which the individuals in an organization are capable of doing the work of the organization.

Answer: value
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

93. Human capital _____ is the extent to which the skills and talents of an organization's people are unique in the industry.

Answer: rareness
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

94. Human capital _____ is the extent to which the skills and talents of an organization's people can be copied by other organizations.

Answer: imitability
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

95. An organization strives to create shared values that will guide the behaviors of its managers and other associates. These shared values form the basis of the organization's _____.

Answer: culture
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

96. Employees, who are self-aware, possess good social skills and display empathy are said to have _____.

Answer: Emotional Intelligence
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

97. In high-involvement management organizations, associates are hired not only for their skills and abilities, but also for their fit with the organization's _____.
No short answers for LO5?

Answer: culture
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

98. _____ between managers and associates is crucial to high-involvement management.

Answer: Trust
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

99. High-involvement managers find ways to _____ responsibility and accountability.

Answer: delegate
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

100. Sandra, a middle manager, assigns associates to teams that set their own schedules and determine how they will carry out their work. By doing so, Sandra is demonstrating her understanding of the importance of _____ on the productivity and satisfaction of associates.

Answer: decision-making power
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Application
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

101. Emmanuel, a senior manager for a high-tech company, encourages each manager of a department to spend some time shadowing other managers to observe their department's operations. By doing so Emmanuel is demonstrating his understanding of the _____ dimension of high-involvement management.

Answer: information sharing
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Application
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

102. High-involvement managers manage through encouragement rather than through _____.

Answer: fear or threats
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge

LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

103. Effective managers who build trust with their associates will increase their _____ with their associates as well.

Answer: credibility
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Analysis
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

**Multiple Choice:**

104. Proctor & Gamble uses all of these work practices to empower its work teams **except** allowing work teams to
A) select methods to reward employees
B) allocate tasks among team members
C) establish their own work schedules
D) recruit new members
E) review new members

Answer: A
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

105. At Proctor & Gamble, much of the training of human capital is done by
A) training specialists
B) local business schools
C) human resource management
D) managers
E) All of the above are correct

Answer: D
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

106. One of the founding principles The Container Store is help realize both the employees' and company's potential. Which of the following helps the company implement this principle?
A)good benefits
B)frequent performance appraisals
C)careful monitoring for safety
D)empowerment of associates
E)low level of supervision

Answer: D
Difficulty: Hard
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Motivation Concepts
Blooms: Analysis, Application
LO1: Define organizational behavior and explain the strategic approach to OB

107. The Container Store's founders and top executives believe that the top stakeholders were the _____.
A) employees
B) customers
C) shareholders
D) community

Answer: A Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

108. The Container Store invests most of their resources in _____ employees.
A) evaluating
B) training
C) recruiting
D) compensating

Answer: C
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

109. The strategic approach to OB involves organizing and managing the people's knowledge and _____ effectively to implement the organization's strategy and gain a competitive advantage.
A) time

B) jobs
C) skills
D) morale
E) development

Answer: C
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

110. The type of factors which influence the behavior and value of the people in an organization includes organizational, individual, and _____ factors.
A) leadership
B) interpersonal
C) group
D) customer service
E) productivity

Answer: B
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

111. Three interpersonal factors related to the strategic approach to organizational behavior include _____, communication, and conflict.
A) quality of leadership
B) individual behavior
C) personality type
D) group behavior
E) individual and group behavior

Answer: A
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

112. When delivering the strategic initiatives to _____ managers, skills in communicating, motivating, understanding values, and managing stress are among the most important for _____ managers.
A) lower level, senior

B) middle level, lower level
C) senior level, middle
D) other, lower level
E) lower level, middle

Answer: E
Difficulty: Hard
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

113. What type of problems are lower-level managers who do not take a strategic approach to their work are likely to focus on?
A) Short term
B) Task
C) Long term
D) Strategic
E) Communication

Answer: A
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

114. Senior managers have the primary responsibility for which of the following in an organization?
A) Vision, strategy, and direction of the organization
B) Implementing the organization's strategy
C) Assisting the organization in maintaining adaptability
D) Providing coaching and support for the organization's associates
E) Ensuring that associates have the information they need

Answer: A
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Leadership Principles
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

115. To help lower level managers increase their effectiveness, it is most important that middle level managers provide them with:
A) direct supervision when completing new tasks.
B) information about the abilities and needs of associates.

C) guidance in solving work-related problems.
D) information about their role and the organization's strategy.
E) daily feedback on their performance.

Answer: D
Difficulty: Hard
AACSB Tier 1: Analytic
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension, Analysis
LO1: Define organizational behavior and explain the strategic approach to OB

116. Effective lower-level managers spend a great deal of their time:
A) coaching the firm's associates
B) carrying out basic tasks
C) reprimanding the firm's associates
D) watching over the firm's associates
E) Directing the firm's associates

Answer: A
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Motivation Concepts
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

117. Which of the following attributes is most important in allowing a manager to be effective and successful?
A) Strong financial skills
B) High level of intelligence
C) Effective interpersonal skills
D) Superior technical ability
E) High individual achievement

Answer: C
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Group Dynamics
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

118. Which managers need skills in negotiating and influencing others as well as skills in counselling and understanding personalities?
A) lower level
B) middle level
C) senior level

D)  senior and middle level
E)  lower  and middle level

Answer: A
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

119. Lower level managers have the primary responsibility for which of the following in an organization?
A) Vision, strategy, and direction of the organization
B) Implementing the organization's strategy
C) Assisting the organization in maintaining adaptability
D) Analysis, negotiating and group dynamics
E) Data processing of information and communication

Answer:  D
Difficulty:  Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Leadership Principles
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

120.  How does the study of organizational behavior differ from the study of other social sciences such as psychology and sociology? The study of organizational behavior:

A)helps managers find quick solutions to a number of personnel problems that are likely to occur.
B)provides a basic understanding of human and group behavior that is common to a variety of situations.
C)teaches associates to get along with each other for the good of everyone involved.
D)provides a plan for training associates in appropriate aspects of the company's culture.
E)focuses on the application of behaviors and processes that help to create competitive advantage and financial success.

Answer:  E
Difficulty:  Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Group Dynamics
Blooms: Comprehension
LO1: Define organizational behavior and explain the strategic approach to OB

121.  Which of the following is **not** an essential characteristic of an organization?
A) Coordinated activities

B) Network of individuals
C) Division of labor
D) Monitoring systems
E) Goal orientation

Answer: D
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge
LO2: Provide a formal definition of organization

122. The strategic approach to OB applies to
A) the public sector
B) the not-for-profit sector
C) technical businesses
D) education organizations
E) All of the above are correct

Answer: E
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge
LO2: Provide a formal definition of organization

123. Which of the following is **not** a reason for Apple's success?
A) Superior design
B) High-quality scientists and engineers
C) The amount Apple spends on research and development
D) Empowering employees
E) All of the above are correct

Answer: C
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO2: Provide a formal definition of organization

124. Apple's approach to developing its human capital includes recruiting people who share Apple's values, providing substantial training, and valuing associates as _____.
A) team members
B) individuals
C) managers

D) scientists
E) All of the above are correct

Answer: B
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO2: Provide a formal definition of organization

125. Human capital is the sum of all of the following **except:**
A) skills
B) knowledge
C) general attributes
D) equipment
E) values

Answer: D
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

126. Human capital is a(n) _____ intangible resource.
A) important
B) global
C) creative
D) innovative
E) critical

Answer: E
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

127. Of the following, which attribute of an organization's people is most important for increasing its human capital value?
A) Technical skills in carrying out the work of the organization
B) Loyalty to the organization
C) Capability for learning, communicating, and working cooperatively
D) Ability to promote the organization and its products
E) Level of motivation for making sacrifices for the benefit of the organization

Answer: C
Difficulty: Medium
AACSB Tier 1: Analytic
AACSB Tier 2: Creation of Value
Blooms: Analysis
LO3: Describe the nature of human capital

128. Which of these is the extent to which the skills and talents of an organization's people are unique in the industry?
A) Human capital uniqueness
B) Human capital rareness
C) Collective rareness
D) Mutability
E) Imitability

Answer: B
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

129. If a designer creates a new product, but is unable to describe how she created it, the designer is said to have:
A) Implicit knowledge
B) Intacit knowledge
C) Tacit knowledge
D) Internal knowledge
E) External knowledge

Answer: C
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

130. Which of these refers to the extent to which the skills and talents of an organization's people can be copied by other organizations?
A) Human capital rareness
B) Human capital uniqueness
C) Human capital imitability
D) Collective rareness
E) Mutability

Answer: C
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

131. Nordstrom employees are known for their
A) tacit knowledge
B) implicit knowledge
C) heroic service
D) capital rareness
E) external knowledge

Answer: C
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

132. For a long-term advantage through people, an organization needs human capital that is all of the following **except:**
A) difficult to imitate
B) mundane
C) rare
D) effectively leveraged
E) valuable

Answer: B
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

133. Firms that have greater _____about their customers, markets, technologies, competitors and themselves can use this to gain a competitive advantage.
A) research
B) information
C) understanding
D)knowledge

E) insight

Answer: D
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

135. For human capital to be the basis for sustainable competitive advantage, it must satisfy the following conditions:
A)valuable; replacable; difficult to imitate
B)valuable; rare; difficult to understand
A)varied; rare; difficult to imitate
A)valuable; rare; difficult to imitate
A)valuable; reliable; difficult to imitate

Answer: D
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO3: Describe the nature of human capital

134. An organization that performs the work different from and better than competitors and offers products/services that are more valuable for the customers is engaging in what action?
A)Implicit advantage
B)Intacit advantage
C)Tacit advantages
D)Internal advantage
E)Competitive advantage

Answer: E
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

136. Businesses were concerned about employees using social networking tools such as Twitter for all of the following reasons **except**:
A) loss of productivity
B) employees using Twitter for personal networking

C) employees would not complete their assigned tasks
D) increased productivity
E) all of the above are correct

Answer: D
Difficulty: Medium
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

137. Some companies monitor what is said about them on Twitter as a way of monitoring their _____.
A) brand equity
B) financial performance
C) advertising
D) marketing efforts
E) all of the above can be monitored using Twitter

Answer: A
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO4: Discuss the conditions under which human capital is a source of competitive advantage for an organization

138. Which of these suggests that people will likely perform best when they have self-confidence, are optimistic, and are resilient?
A). Positive OB
B) Goal oriented OB
C) The Emotional Intelligence Theory
D) The Optimistic OB Theory
E) The Human Capital Theory

Answer: A
Difficulty: Hard
AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge
LO5: Describe positive organizational behavior and explain how it can contribute to associates' productivity

139. EI represents:
A) Equity Quotient

B) Equality Internalization
C) Emotional Intelligence
D) Emotional Independence
E) Equity Independence

Answer: C
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge
LO5: Describe positive organizational behavior and explain how it can contribute to associates' productivity

140. Persons with strong EI:
A) display empathy
B) display hostility
C) are easily upset
D) have low self-awareness
E) are pessimistic

Answer: A
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge
LO5: Describe positive organizational behavior and explain how it can contribute to associates' productivity

141. Persons with strong EI have all of the following **except:**
A) good social skills
B) self-awareness
C) display empathy
D) exhibit optimism
E) all of the above are traits of persons with strong EI

Answer: E
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge
LO5: Describe positive organizational behavior and explain how it can contribute to associates' productivity

142. Which of these require(s) that senior, middle and lower-level managers all recognize human capital as the organization's most important resource?
A) All organizations

B) Optimistic OB
C) High-Involvement Management
D) Selective Hiring Theory
E) EQ Theory

Answer: C
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

143. High-Involvement Management applies to:
A) senior managers
B) upper level managers
C) middle managers
D) lower-level managers
E) All of the following are correct answers

Answer: E
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

144. _____ are closer to day-to-day activities than are others in the organization.
A) Associates
B) Senior managers
C) Upper level managers
D) Lower-level managers
E) Clients

Answer: A
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

145. _____ the norms of the organization is an important part of initial training.
A) Memorizing

B) Socialization into
C) Avoiding
D) Being immune to
E) Cross-training with regard to

Answer: B
Difficulty: Hard
AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

146. High-Involvement Management involves all of the following **except:**
A) Selective Hiring
B) Extensive Training
C) Decision Power
D) Limited Information Sharing
E) Incentive Compensation

Answer: D
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

147. Strategic_____ shift from closely supervising work to coaching _____.
A) associates, lower-level managers
B) associates, associates
C) associates, senior level managers
D) lower-level managers, associates
E) lower-level managers, self-level managers

Answer: D
Difficulty: Hard
AACSB Tier 1: Reflective Thinking
AACSB Tier 2: Creation of Value
Blooms: Synthesis
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

148. Information sharing involves sharing of _____.
A) material costs
B) costs of turnover

C) absenteeism
D) initiatives
E) All of the following are correct

Answer: E
Difficulty: Easy
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

149. _____ is where associates are compensated based on the amount produced or sold.
A) Profit sharing
B) A piece-rate system
C) Gain-sharing
D) Merit pay
E) Skill-based pay

Answer: B
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value, Motivation Concepts
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

150. Which of these represents associates sharing in a portion of savings generated from employee suggestions in improvement?
A) Gain-sharing
B) Profit-sharing
C) Merit-sharing
D) Optimal incentives
E) Savings incentives

Answer: A
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value; Motivation Concepts
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

151. Which of these represents associates earning bonuses based on company profits?
A) Gain-sharing

B) Profit-sharing
C) Merit-sharing
D) Optimal incentives
E) Savings incentives

Answer: B
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value; Motivation Concepts
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

152. Which of these represents associates receiving bonuses based on short or long term performance?
A) Gain-sharing
B) Profit-sharing
C) Merit-sharing
D) Individual incentive systems
E) Optimal incentives

Answer: D
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value; Motivation Concepts
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

153. _____ constantly seek to identify situations in which responsibility can be delegated.
A) High-involvement managers
B) Senior level managers
C) Upper level managers
D) Associates
E) Middle level and upper level managers

Answer: A
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

154. High-involvement managers' intent is to move decision making to the ____

level(s) in the organization where associates have the information and knowledge required to make an effective decision.
A) upper
B) lowest
C) middle
D) highest
E) upper and middle

Answer: B
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

155. Trust between _____ is critical in high involvement organizations.
A) associates
B) managers and associates
C) managers
D) associates and senior management
E) middle level and senior management

Answer: B
Difficulty: Hard
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

156. According to research, trust between associates and those formally responsible for their behavior has a positive effect on
A) morale
B) tardiness
C) on the reduction of employee theft
D) counterproductive workplace behavior
E) the organization's financial performance

Answer: E
Difficulty: Hard
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

157. Pixar empowers their associates with control over their
A) work environment
B) work schedule
C) work
D) work environment and work schedule
E) all of the above are correct

Answer: E
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Motivation Concepts
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

158. In high-involvement management-selective hiring involves having:
A) small pools of applicants
B) large pools of applicants
C) indiscriminate pools of applicants
D) modest pools of applicants
E) large and small pools of applicants

Answer: B
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

159. With regard to high-involvement management, _____ are given information about a broad variety of operational and strategic issues.
A) associates
B) clients
C) customers
D) associates and clients
E) associate, clients and customers

Answer: A
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

160. With regard to high-involvement management-selective hiring, the applicants are subjected to:
A) casual interviews
B) rigorous evaluations
C) multiple interviews
D) casual interviews and rigorous evaluations
E) multiple rounds of interviews and rigorous evaluations

Answer: E
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

161. The selection process in a high-involvement management organization involves selecting new hires based upon:
A) technical skills
B) cultural fit
C) fit with the organization
D) fit with the organization's mission
E) all of the above
Answer E
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

162. High-involvement management involves carefully selecting and training associates and giving them _____ decision-making power.
A) significant
B) insignificant
C) modest
D) creative
E) technical

Answer: A
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension

LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

163. High-involvement management organizations compensate associates on
A) individual performance
B) team performance
C) business performance
D) group performance
E) all of the above are correct

Answer: E
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

164. Associates in high-involvement management organizations handle decisions about
A) all issues relevant to their position
B) only issues about which they have proper knowledge
C) all issues that are put in front of them
D) issues that they choose
E) much of middle-management's issues
Answer: B
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

165. Training of associates, according to a study of 143 Fortune 1000 companies, involves:
A) job skills training
B) social skills training
C) quality/statistical analysis training
D) cross training
E) All of the above are correct

Answer: E
Difficulty: Easy
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge

LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

166. For existing associates _____ is crucial.
A) intermittent training
B) terminal training
C) on-going training
D) variable training
E) interval training

Answer: C
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

167. An example of information sharing in high-involvement management organizations would be sharing:
A) costs of turnover
B) costs of absenteeism
C) costs of material
D) competitors' initiatives
E) All of the above are correct

Answer: E
Difficulty: Medium
AACSB Tier 1: Communication
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

168. The goal of the field of OB is aimed at understanding:
A) individual behavior
B) group behavior
C) intra-group behavior
D) how knowledge of individual and group behavior can contribute to enhancing the performance of an organization
E) how individual behavior contributes to effective decision making

Answer: D
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value

Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

169. Which of these is a key to effectively leveraging human capital?
A) Group decision making
B) Brainstorming
C) High-involvement management
D) Behavioral management
E) Positive behavioral management

Answer: C
Difficulty: Easy
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

170. All of the following are keys to high-involvement management except:
A) selective hiring
B) extensive training
C) decision power
D) information restriction
E) incentive compensation

Answer: D
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

171. High-involvement management has been found in many industries, to positively affect:
A) competitiveness
B) employees' self-esteem
C) employees' tardiness
D) counterproductive behavior
E) group decision making

Answer: A
Difficulty: Hard
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value; Motivation Concepts

Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

172. The strategic approach to organizational behavior involves knowledge and application of how _____ factors influence the behavior and value of an organization's people.
A) individual
B) interpersonal
C) organizational
D) individual and interpersonal
E) all of the above are correct

Answer: E
Difficulty: Hard
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value; Group Dynamics
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

173. A strategic approach to organizational behavior builds on knowledge from:
A) the technical sciences
B) intrapersonal sciences
C) behavioral sciences
D) interpersonal sciences
E) group sciences

Answer: C
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

174. The strategic approach to OB is important because it addresses key issues for:
A) associates
B) middle managers
C) lower-level managers
D) senior level managers
E) managers at all levels

Answer: E
Difficulty: Easy
AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value
Blooms: Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

175. Managers employing a high-involvement approach to management of their associates exhibit many of the characteristics of what type of leader?
A)transactional
B)transformational
C)charismatic
D)servant
E)participative

Answer: B
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

176. High involvement managers constantly seek to identify situations in which responsibility can be _____.
A)shared
B)delegated
C)acquired
D)learned
E)earned

Answer: B
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

**Essay Questions:**

177. Identify and define each of the three factors that determine the behavior and ultimate value of people in an organization.

Answer: The three factors that determine the behavior and ultimate value of people in an organization are individual factors, interpersonal factors, and organizational factors. Individual factors are things such as the ability to learn, the ability to be self-managing, technical skills, personality characteristics, and personal values. Interpersonal factors

consist of quality of leadership, communication within and between groups, and conflict within and between groups. Organizational factors include the culture and policies of the organization.
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO1: Define organizational behavior and explain the strategic approach to OB

178. List the five key characteristics of high-involvement management.

Answers: selective hiring, extensive training, decision power, information sharing and incentive compensation.
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge, Comprehension
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

179. Give four examples of individual compensation systems and define each system.

Answers: individual piece rate systems, individual incentive systems, skill based pay, profit sharing, gain sharing.
Difficulty: Medium
AACSB Tier 1: Ethics
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO6: Explain the five characteristics of high-involvement management and the importance of this approach to management

180. Define the concept of emotional intelligence and explain some of the positive benefits of it in the workplace.

Answer: Persons with strong emotional intelligence have self-awareness, possess good social skills and display empathy. Leaders using EQ build trusting relationships with their associates, exhibit optimism and build associates' efficacy by providing the training needed and empowering them to complete the task without direct over-sight.
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge, Comprehension
LO5: Describe positive organizational behavior and explain how it can contribute to associates' productivity

181. How does a strategic approach to OB differ from the disciplines of

psychology, social psychology, sociology, economics and cultural anthropology?

Answer: First, it integrates knowledge from all of these areas to understand behavior in organizations. It does not address organizational phenomena from the limited perspective of any one discipline. Second, it focuses on behaviors and processes that help to create competitive advantages and financial success.
Difficulty: Hard
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge, Comprehension
LO3: Describe how the foundations of a strategic approach to organizational behavior differ from other subject disciplines.

182. What are the two basic strategies emphasized by business firms?

Answer: The first involves creating low-cost products or services for the customer while maintaining acceptable or good quality. The second strategy involves differentiating products or services from those of competitors on the basis of special features or superior quality and charging higher prices for the higher-value goods.
Difficulty: Medium
AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Knowledge
LO5: What are the basic strategies of human capital as a source of competitive advantage.