M Organizational Behavior 5th edition McShane Test Bank

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M Organizational Behavior 5th Edition by McShane CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Organizational behavior encompasses the study of how organizations interact with their external environments.

1) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

2) For something to be called an organization, it must have certain assets, such as buildings and equipment.

2) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

3) The members of an organization have a collective sense of purpose.

3) _____

- ◎ true
- ◎ false

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

4) Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations.

4) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

5) Through their mission statements, the collective purpose of organizations is well defined and agreed on by organizational members.

5) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

6) Studying organizational behavior does not have an impact on one's job performance.

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6) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational behavior
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand

7) The skills and knowledge that employers tend to rank above anything else are the topics found in the field of organizational behavior.

7) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Topic : Organizational behavior

8) Organizational behavior knowledge is beneficial not only to an individual, but also to an organization's financial health.

8) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Topic : Organizational behavior
AACSB : Analytical Thinking
Difficulty : 1 Easy

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9) The open systems view emphasizes that organizations survive by adapting to changes in the external environment.

9) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Open System

10) Stakeholders of an organization are shareholders, customers, suppliers, governments, and any other groups that affect or are affected by the company's objectives and actions.

10) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Stakeholders

11) Organizational efficiency is considered the ultimate dependent variable in the study of organizational behavior.

11) _____

◎ true
◎ false

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Topic : Organizational Effectiveness

12) The most important ingredient in the organization's process of transforming inputs to outputs is human capital.

12) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Bloom's : Understand
Topic : Human Capital

13) Systematic research is the basis for evidence-based management.

13) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

14) One suggestion to create a more evidence-based organization is to be skeptical of hype and "revolutionary ideas."

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14) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

15) Most organizational events may be studied from three levels of analysis: individual, team, and organization.

15) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

16) Only organizational behavior scholars should develop organizational behavior theories.

16) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

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17) The contingency anchor in organizational behavior suggests that we need to understand and diagnose a situation and select a strategy most appropriate under those circumstances.

17) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

18) Inclusive workplaces value diversity.

18) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Workforce diversity

19) Deep-level diversity refers to the observable demographic or physiological differences in people.

19) _____

◎ true
◎ false

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Workforce diversity

20) Not providing an inclusive workplace would have no ethical implications.

20) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Workforce diversity

21) Work-life integration occurs when people are able to minimize conflict between work and nonwork demands.

21) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Work-life integration

22) One strategy to improve work-life integration is to integrate two or more roles.

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22) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Work-life integration

23) Remote work potentially reduces productivity because employees experience more stress away from the office.

23) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Remote work

24) Remote work is better suited to those who have sufficient fulfilment of social needs elsewhere in their life.

24) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Remote work

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25) As a result of companies outsourcing non-core work activities, such as information technology and customer contact centers, indirect employment has decreased.

25) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Employment Relationships

26) Employees with direct employment relationships tend to produce higherwork quality, innovation, and agility than those in indirect relationships.

26) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Employment Relationships

27) According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors rates low in a given situation.

27) _____

◎ true
◎ false

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS model

28) Intensity refers to the fact that motivation is goal-directed, not random.

28) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS Model of Individual Behavior and Performance

29) How clearly employees understand their job duties is a function of their abilities.

29) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS Model of Individual Behavior and Performance

30) Ability consists of both the learned capabilities and natural aptitudes required to successfully complete a task.

30) _____

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◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS Model of Individual Behavior and Performance

31) An example of organizational citizenship is when an employee creates unnecessary conflicts with his coworkers at his workplace.

31) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Difficulty : 1 Easy
Topic : Individual Behaviors

32) A problem often ignored by many companies is presenteeism. That is, showing up for work when ill or occupied by personal problems.

32) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Topic : Individual Behaviors

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33) Proficient task performance refers to how well employees modify their thoughts and behavior to align with and support a new or changing environment.

33) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Topic : Individual Behaviors

34) Wasting resources would be classified as a counterproductive work behavior.

34) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Bloom's : Understand
Topic : Individual Behaviors

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

35) Which of the following statements is TRUE about organizational behavior?

35) _____

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A) It involves a systematic study of various topics at a single level rather than at multiple levels.

B) It studies a company's internal workings and is not concerned with the external environment.

C) It does not include the study of collective entities.

D) It encompasses the study of how organizations interact with their external environments.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Define organizational behavior (OB)

36) Which of these statements is TRUE about the field of organizational behavior?

36) _____

A) It examines how individuals and teams in organizations relate to one another and to their counterparts in other organizations.

B) Organizational behavior researchers systematically study various topics on one level of analysis rather than at multiple levels.

C) Information technology has almost no effect on organizational behavior.

D) The field of organizational behavior relies exclusively on ideas generated within the field by organizational behavior scholars.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

37) In the field of organizational behavior, groups of _____ represent organizations.

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37) _____

A) people who work interdependently toward some purpose
B) for profit businesses with more than 50 employees
C) government-registered entities
D) people with independent profit-centered motives and objectives

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
AACSB : Analytical Thinking
Difficulty : 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Define organizational behavior (OB)

38) Organizational behavior knowledge

38) _____

A) originates mainly from models developed in chemistry and other natural sciences.
B) accurately predicts how anyone will behave in any situation.
C) is more appropriate for people who work in computer science than in marketing.
D) improves our ability to predict and anticipate future workplace events, and why they occur.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

39) Which of the following statements regarding "collective sense of purpose" is CORRECT?

39) _____

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A) An organization's collective sense of purpose is always written in its mission statement.

B) An organization's collective sense of purpose is set by the board of directors.

C) An organization's collective sense of purpose is not written as everyone in the organization knows and understands it.

D) An organization's collective sense of purpose isn't always well defined or agreed on.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Define organizational behavior (OB)

40) OB researchers systematically study topics at which three levels of analysis?

40) _____

A) individual, team, and organization
B) individual, team, and competitive
C) personal, impersonal, and team
D) team, interpersonal, and individual

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

41) All organizational members have degrees of _____. This means they accomplish goals by sharing materials, information, or expertise with coworkers.

41) _____

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A) independence
B) codependence
C) interdependence
D) counter dependence

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

42) When did organizational behavior emerge as a distinct field of study?

42) _____

A) the early 1960s
B) the late 1940s
C) the early 1940s
D) the late 1960s

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-01 Define organizational behavior and organizations.
Topic : Organizational behavior (OB)

43) Which of the following statements is TRUE of organizational behavior knowledge?

43) _____

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A) It is relevant to everyone who works in organizations.
B) It should never be used to influence the behavior of other people.
C) It should be used by managers and senior executives alone.
D) It should not be used by subordinates to influence the behavior of their managers.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Bloom's : Understand
Topic : Importance of organizational behavior (OB)

44) Your roommate, Maria Rodriguez, is not a business major. When she discovered that you are taking a course in organizational behavior, she was thoroughly confused as to why one would need to study OB and what it entails. What would you tell Maria?

44) _____

A) OB knowledge should never be used to influence the behavior of other people.
B) OB knowledge should be used only by managers and senior executives.
C) OB knowledge has no impact on a company's financial performance.
D) OB knowledge is relevant to everyone who works in organizations.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Bloom's : Understand
Topic : Importance of organizational behavior (OB)

45) What is considered the "ultimate dependent variable" in the study of organizational behavior?

45) _____

M Organizational Behavior 5th edition McShane Test Bank

A) organizational efficiency
B) organizational effectiveness
C) organizational profitability
D) organizational lifespan

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Topic : Importance of organizational behavior (OB)

46) Which of the following is NOT a valued skill that is studied in the field of organizational behavior?

46) _____

A) problem solving
B) communication
C) leadership
D) technical

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
AACSB : Analytical Thinking
Topic : Importance of OB

47) Which of the following is the view that states companies have a contract with society, in which they must serve stakeholders beyond stockholders and customers?

47) _____

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A) stakeholder
B) open systems
C) corporate social responsibility
D) effectiveness

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Importance of organizational behavior (OB)

48) Which of the following argues that companies take various resources from the environment and, in turn, affect that environment through their outputs?

48) _____

A) stakeholder
B) human capital
C) open systems
D) CSR

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Open Systems

49) In the open systems view, what is the role of subsystems?

49) _____

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A) They provide inputs to the system.
B) They are used to scan the external environment.
C) They transform incoming resources into outputs.
D) They are the output of the system.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Bloom's : Understand
Topic : Open Systems

50) Which of the following regarding the open systems view of organizational behavior is CORRECT?

50) _____

A) Organizations affect and are affected by their external environments.
B) Organizations can operate efficiently by ignoring changes in the external environment.
C) People are the most important organizational input needed for effectiveness.
D) Organizations should avoid internal conflicts to achieve efficiency.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Topic : Open Systems

51) Which organizational behavior perspective discusses inputs, outputs, and feedback?

51) _____

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A) stakeholders
B) open systems
C) CSR
D) human capital

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Open Systems

52) According to the open systems view of organizations,_____ is (are) an input for organizations.

52) _____

A) incentive plans
B) products
C) financial resources
D) employee motivation

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Open Systems

53) ACME Software Inc. has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization and to inform them of the changing market conditions. This training program relates most closely with which of the following concepts?

53) _____

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A) CSR
B) human capital
C) open systems
D) organizational behavior anchors

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
AACSB : Analytical Thinking
Bloom's : Understand
Difficulty : 3 Hard
Topic : Open Systems

54) Stable, long-lasting beliefs about what is important in a variety of situations are

54) _____

A) intellectual capital.
B) the foundations of the open systems anchor.
C) the main reason why virtual teams fail.
D) the values of the organization.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Values

55) The topic of corporate social responsibility is most closely associated with the _____ perspective.

55) _____

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A) stakeholder
B) open systems
C) human capital
D) open systems anchor

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Topic : Corporate social responsibility

56) Which of the following correctly states the triple bottom line philosophy?

56) _____

A) Companies should pay three times as much attention to profits as they do to employee wellbeing.
B) The main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.
C) Business success increases by having three times more contingent workers than permanent employees.
D) Companies should try to support the economic, social, and environmental spheres of sustainability.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Topic : Corporate social responsibility

57) Which of the following is most closely associated with corporate social responsibility?

57) _____

M Organizational Behavior 5th edition McShane Test Bank

A) open systems
B) triple bottom line
C) subsystems
D) human capital

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Bloom's : Understand
Topic : Corporate social responsibility

58) What is the most important ingredient in the transformations of inputs to outputs?

58) _____

A) financial resources
B) raw materials
C) human capital
D) shareholder dividends

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Bloom's : Understand
Topic : Human Capital
Difficulty : 3 Hard

59) _____ refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

59) _____

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A) Human capital
B) Open systems
C) The triple bottom line
D) CSR

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Topic : Human Capital

60) Which of the following is a way that human capital boosts organizational effectiveness?

60) _____

A) It improves a company's ability to adapt to a changing environment.
B) It replaces the need for subsystems.
C) It shows that a company does not care about its employees.
D) It allows a company to pay less attention to its stakeholders.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
Bloom's : Understand
Topic : Human Capital

61) Serge supervises toolmakers who make custom parts for the engineering department before these parts go into production. Deshaun is a self-starter who thrives on solving tough problems, while Duncan prefers straightforward jobs, and doesn't handle stress well. Last week, Serge gave Duncan a difficult, time-sensitive project. Serge recognized that Duncan would handle the project well if he approached him differently than he would if Deshaun was doing the work. Which conceptual anchor of OB knowledge is involved here?

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61) _____

A) the systematic research anchor
B) the multidisciplinary anchor
C) the contingency anchor
D) the multiple levels of analysis anchor

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 3 Hard
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

62) Which of the following is TRUE according to the systematic research anchor?

62) _____

A) OB topics typically relate to the individual, team, and organizational levels of analysis.
B) OB should import knowledge from other disciplines, not just create its own knowledge.
C) OB theory should recognize that the effects of actions often vary with the situation.
D) OB should study organizations by forming research questions, collecting data, and testing hypotheses against those data.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

63) Which of the following anchors of organizational behavior states that no single solution is best in every situation?

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63) _____

A) the systematic research anchor
B) the multidisciplinary anchor
C) the multiple levels of analysis anchor
D) the contingency anchor

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

64) Which of the following statements is consistent with the concept of the contingency anchor?

64) _____

A) To obtain the best results, actions should be taken without considering their consequences.
B) A particular action may have different consequences in different situations.
C) OB theories are based on simple, common sense ideas about what managers should do.
D) OB theories point out the one best way to resolve organizational problems.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

65) Which of the following statements describes the multiple levels of discipline anchor?

M Organizational Behavior 5th edition McShane Test Bank

65) _____

A) Organizational behavior theories should be evidence-based.
B) Organizational behavior topics typically relate to the individual, team, and organizational levels of analysis.
C) There are eight levels of analysis that scholars should recognize when conducting OB research.
D) Organizational theories need to be practical.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

66) Systematic research investigation is the basis for which OB anchor?

66) _____

A) multidisciplinary
B) evidence-based management
C) practical orientation
D) open systems

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

67) The best leadership style, the best conflict-handling style, and the best organizational structure are all examples of which OB anchor?

M Organizational Behavior 5th edition McShane Test Bank

67) _____

A) multidisciplinary
B) evidence-based management
C) practical orientation
D) contingency

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

68) Welcoming theories and knowledge from other disciplines is which anchor of organizational behavior?

68) _____

A) multidisciplinary
B) evidence-based management
C) practical orientation
D) contingency

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

69) The _____ anchor states that OB theories need to be more than just interesting.

69) _____

M Organizational Behavior 5th edition McShane Test Bank

A) practical orientation
B) evidence-based management
C) human capital
D) contingency

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

70) Why do organizational decision makers often ignore research evidence?

70) _____

A) Experienced decision makers do not need evidence to make decisions.
B) Most research is generic, so decision makers can apply it to any situation.
C) Decision makers do not have access to OB research studies.
D) Decision makers are bombarded with ideas from many different sources, many of which lack details.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

71) The _____ anchor states that OB theory should draw from many different fields of study.

71) _____

M Organizational Behavior 5th edition McShane Test Bank

A) multidisciplinary
B) contingency
C) multiple levels of analysis
D) systematic research

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

72) The _____ anchor suggests that team norms and cohesion should be measured as team variables, not as characteristics of individuals within each team.

72) _____

A) multidisciplinary
B) contingency
C) multiple levels of analysis
D) systematic research

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

73) Which of the following statements is consistent with the practical orientation anchor?

73) _____

M Organizational Behavior 5th edition McShane Test Bank

A) OB theories should be evidence-based.
B) OB should welcome theories from other disciplines.
C) OB theories need to be useful, not merely interesting.
D) OB events need to be understood from three levels of analysis.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational Behavior anchors

74) Differences in the psychological characteristics across generations are an example of _____ diversity.

74) _____

A) surface-level
B) internal
C) deep-level
D) racial

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
Bloom's : Understand
AACSB : Diversity
Topic : Diversity

75) At Clickz, an American photography magazine publisher, more than half of the senior management positions are held by women. African Americans represent 40 percent of the company's workforce. The description of Clickz's diversity refers to which type of diversity?

75) _____

M Organizational Behavior 5th edition McShane Test Bank

A) deep-level
B) psychological
C) personality
D) surface-level

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Diversity
Topic : Diversity

76) _____ diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

76) _____

A) Reflective
B) Deep-level
C) Organizational
D) Surface-level

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
AACSB : Diversity
Topic : Diversity

77) Deep-level diversity includes

77) _____

M Organizational Behavior 5th edition McShane Test Bank

A) physiological differences.
B) attitudes.
C) ethnicity.
D) gender.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 1 Easy
AACSB : Diversity
Topic : Diversity

78) The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute _____ diversity.

78) _____

A) deep-level
B) internal
C) surface-level
D) organizational

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Diversity

79) By creating a(n) _____ workplace, organizations show that they value people of all diversities and the organizations allow people to be themselves.

79) _____

M Organizational Behavior 5th edition McShane Test Bank

A) exclusive
B) multidisciplinary
C) balanced
D) inclusive

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Diversity

80) A(n) _____ workplace is one that values people of all identities and allows them to be fully themselves while contributing to the organization.

80) _____

A) diverse
B) balanced
C) inclusive
D) global

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
AACSB : Analytical Thinking
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Diversity

81) At a collective level, a(n) _____ workplace gives diverse groups voice through formal structures, such as diversity councils, and everyday processes, such as representation in teams and casual gatherings.

M Organizational Behavior 5th edition McShane Test Bank

81) _____

A) remote
B) deep-level
C) inclusive
D) surface-level

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Diversity

82) Which of the following statements is true about workforce diversity?

82) _____

A) Informationally diverse teams win awards.
B) Informationally diverse teams tend to make better decisions.
C) Informationally diverse teams have difficulty solving problems.
D) Informationally diverse teams struggle with communication.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Diversity

83) Which of the following statements is CORRECT regarding the challenges of workforce diversity?

83) _____

M Organizational Behavior 5th edition McShane Test Bank

A) Employees with diverse backgrounds will never perform effectively.
B) The potential for conflict due to diversity outweighs its benefits.
C) Diversity in organizations should be minimized to minimize the challenges.
D) Diversity can create "faultlines" in informal group dynamics.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Diversity

84) Which of the following statements about workforce diversity is NOT correct?

84) _____

A) Inclusive workplace practices improve the quality of hiring.
B) Creating an inclusive workplace fosters a culture of respect.
C) Inclusive workplaces improve employee satisfaction.
D) While beneficial, organizations have no moral imperative to provide an inclusive workplace.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
AACSB : Diversity
Topic : Diversity

85) Misha works for a company as a financial analyst from home using information technology. She does not work in a traditional physical workplace. Misha is practicing which type of work-life integration?

M Organizational Behavior 5th edition McShane Test Bank

85) _____

A) deep-level diversity.
B) aligning roles with personal attributes
C) remote work
D) surface-level diversity.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Remote work

86) Remote work is best suited for employees with which of the following characteristics?

86) _____

A) a desire to work remotely
B) external motivation
C) technologically challenged
D) organized

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Remote work

87) Amir likes to exercise daily. He also needs to discuss an upcoming project with two of his employees. So, the three of them take a walk while discussing the project. Which form of work–life integration does this represent?

87) _____

M Organizational Behavior 5th edition McShane Test Bank

A) integrating multiple roles
B) flexible work scheduling
C) aligning roles with personal attributes
D) boundary management

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Work-life integration
Difficulty : 3 Hard

88) Rashan does not check email while he is on vacation. This is an example of which form of work-life integration?

88) _____

A) integrating multiple roles
B) flexible work scheduling
C) aligning roles with personal attributes
D) boundary management

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Work-life integration
Difficulty : 3 Hard

89) Roland can start work at any time between 7am and 9am, as long as he puts in an eight-hour workday. This is an example of which form of work-life integration?

89) _____

M Organizational Behavior 5th edition McShane Test Bank

A) integrating multiple roles
B) flexible work scheduling
C) aligning roles with personal attributes
D) boundary management

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Work-life integration

90) Which of the following statements regarding remote work is CORRECT?

90) _____

A) Allowing employees to work remotely is financially more costly to organization.
B) Remote workers experience more stress than nonremote workers.
C) Remote work is better when task performance cannot be measured.
D) Remote work can lead to social isolation for the remote employees.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Remote work

91) Which of the following is a recent trend in employment relationships?

91) _____

M Organizational Behavior 5th edition McShane Test Bank

A) the growth of direct employment
B) guaranteed lifetime employment
C) the elimination of freelancers
D) the growth of indirect employment

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Employment Relationships

92) Which of the following is NOT a type of indirect employment?

92) _____

A) self-employed contractors
B) "temp" workers
C) outsourcing non-core work activities
D) seasonal employment

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Difficulty : 3 Hard
Topic : Employment Relationships

93) Which of the following statements is CORRECT regarding emerging employment relationships?

93) _____

M Organizational Behavior 5th edition McShane Test Bank

A) Direct employment does not affect a person's self-concept.

B) Teams that include both direct employment and agency workers tend to have stronger social networks.

C) Contract workers generally have similar levels of job satisfaction as direct employment workers do.

D) The presence of agency (outsourced) workers generally increase both the satisfaction and commitment of permanent employees in the client organization.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Employment Relationships

94) Recent evidence suggests that _____ employment relationships tend to produce higher work quality, innovation, and agility.

94) _____

A) indirect
B) contracted
C) offshore
D) direct

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Employment Relationships

95) According to the MARS model, which of the following directly influences an employee's voluntary behavior and performance?

M Organizational Behavior 5th edition McShane Test Bank

95) _____

A) role perceptions
B) direct employment
C) corporate social responsibility
D) remote work

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS model

96) Which of the following identifies the four factors that directly influence individual behavior and performance?

96) _____

A) OB anchors
B) MARS model
C) Myers-Briggs model
D) Five Factor model

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Mars Model of Individual Behavior and Performance

97) Which of the following are external to the individual but still affect his/her behavior and performance?

97) _____

M Organizational Behavior 5th edition McShane Test Bank

A) motivations
B) role perceptions
C) situational factors
D) abilities

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Situational Factors

98) _____ represent(s) the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

98) _____

A) Motivation
B) Personality
C) Values
D) Ability

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Motivation

99) Motivation affects a person's _____ of voluntary behavior.

99) _____

M Organizational Behavior 5th edition McShane Test Bank

A) direction, intensity, and persistence
B) antecedents, consequences, and reinforcers
C) size, shape, and weight
D) aptitudes, abilities, and competencies

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Motivation

100) Which of the following refers to the fact that motivation is goal-directed, not random?

100) _____

A) persistence
B) direction
C) intensity
D) aptitude

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Motivation

101) If a student put a lot of effort into getting an A in their organizational behavior class, they would score high on which motivational component?

101) _____

M Organizational Behavior 5th edition McShane Test Bank

A) persistence
B) direction
C) intensity
D) aptitude

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Motivation

102) Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?

102) _____

A) learned capabilities
B) ability
C) intensity
D) aptitude

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Ability

103) Which of the following concepts consists of aptitudes, skills, and competencies?

103) _____

M Organizational Behavior 5th edition McShane Test Bank

A) motivation
B) personality
C) values
D) ability

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Ability

104) Which component of the MARS model relates to how clearly people understand what is expected of them in their organizational roles?

104) _____

A) motivation
B) situational factors
C) ability
D) role perceptions

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Role Perceptions

105) An individual has _____ when they understand the specific duties or consequences for which the employee is accountable.

105) _____

M Organizational Behavior 5th edition McShane Test Bank

A) motivation
B) role clarity
C) role ambiguity
D) ability

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Role perceptions

106) Travel Happy Corporation gives simple accounts to newly hired employees, and then adds more challenging accounts as employees master the simple tasks. This is an example of

106) _____

A) inaccurate role perceptions.
B) person-job matching.
C) motivational persistence.
D) situational factors.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Ability

107) You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. According to the MARS model, these new employees will likely have which of the following?

107) _____

M Organizational Behavior 5th edition McShane Test Bank

A) higher role clarity
B) lower job performance due to poor role perceptions
C) higher job performance because they are motivated and able to perform the work
D) above-average organizational citizenship

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Role perceptions

108) Which of the following refers to a person's beliefs about what behaviors are appropriate or necessary in a particular situation?

108) _____

A) natural aptitudes
B) role perceptions
C) competencies
D) locus of control

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Role perceptions

109) To reduce the amount of non-recyclable waste that employees throw out each day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. According to the MARS model, how would this alter employee behavior?

109) _____

M Organizational Behavior 5th edition McShane Test Bank

A) by increasing employee motivation to be less wasteful
B) by helping employees to learn how to be less wasteful
C) by altering situational factors so that employees have more difficulty practicing wasteful behavior
D) by increasing aptitudes that make employees less wasteful

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Difficulty : 3 Hard
Topic : Situational factors

110) The elements of motivation can be viewed from the metaphor of driving a car. In this metaphor, how long you drive the vehicle towards your destination refers to which motivation element?

110) _____

A) clarity
B) intensity
C) persistence
D) direction

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Motivation

111) _____ exists when employees understand the priority of their various tasks and performance expectations.

111) _____

M Organizational Behavior 5th edition McShane Test Bank

A) Role clarity
B) Role ambiguity
C) Role perception
D) Role uncertainty

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : Role perceptions

112) _____ refers to goal-directed behaviors under the individual's control that support organizational objectives.

112) _____

A) Organizational citizenship
B) Counterproductive behavior
C) Task performance
D) Maintaining attendance

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Difficulty : 1 Easy
Topic : Task performance

113) Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of

113) _____

M Organizational Behavior 5th edition McShane Test Bank

A) role perception.
B) counterproductive behavior.
C) task performance.
D) organizational citizenship.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Topic : Individual Behaviors

114) Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?

114) _____

A) productive behavior
B) counterproductive behavior
C) task performance
D) organizational citizenship behavior

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Difficulty : 1 Easy
Topic : CWBs

115) Which of the following is NOT a form of presenteeism?

115) _____

M Organizational Behavior 5th edition McShane Test Bank

A) coming to work when ill
B) reporting to work even if injured
C) coming to work when the employee is preoccupied by personal problems
D) being absent from work due to a snowstorm

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Difficulty : 1 Easy
Bloom's : Understand
Topic : Presenteeism

116) For which of the following would presenteeism be LESS likely?

116) _____

A) The employee has low job security.
B) The employee is a temporary worker.
C) The employee has accrued sick leave pay.
D) The employee is new.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Bloom's : Understand
Difficulty : 3 Hard
Topic : Presenteeism

117) _____ include harassing coworkers, creating unnecessary conflicts, and sabotaging work.

117) _____

M Organizational Behavior 5th edition McShane Test Bank

A) Organizational citizenship behaviors
B) Task performance measures
C) Counterproductive work behaviors
D) Situational factors

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Topic : CWBs
Bloom's : Understand

118) What are maintaining attendance, organizational citizenship, and counterproductive behavior all types of?

118) _____

A) task performance
B) individual behavior
C) personal motivation
D) role perceptions

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Difficulty : 1 Easy
Topic : Individual Behavior

119) Performing the work efficiently and accurately represents _____ task performance.

119) _____

M Organizational Behavior 5th edition McShane Test Bank

A) adaptive
B) proactive
C) proficient
D) modified

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Difficulty : 1 Easy
Topic : Task performance

120) Which two types of task performance are particularly important when the work is ambiguous or dynamic?

120) _____

A) adaptive and proactive
B) adaptive and proficient
C) proficient and proactive
D) adaptive and reactive

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Difficulty : 3 Hard
Topic : Task performance

121) Which of the following statements regarding employee turnover is correct?

121) _____

M Organizational Behavior 5th edition McShane Test Bank

A) There are no benefits to employee turnover.
B) Employee turnover is no longer an issue for organizations.
C) It usually has a positive effect on organizational effectiveness.
D) It allows for the hiring of new employees with fresh ideas.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Topic : Employee turnover

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

122) Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be "reengineered." This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, like many reengineering changes, this intervention resulted in lower productivity, higher employee turnover, and other adverse outcomes. Discuss likely problems with the intervention in terms of systems theory.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
AACSB : Analytical Thinking
Difficulty : 3 Hard
Topic : Open Systems
Bloom's : Analyze

M Organizational Behavior 5th edition McShane Test Bank

123) Marketing specialists at Sarasota Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Sarasota Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Sarasota Beer's keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use system theory to explain what has occurred at Sarasota Beer Co.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
AACSB : Analytical Thinking
Difficulty : 3 Hard
Topic : Open Systems
Bloom's : Analyze

124) An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behavior.

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
AACSB : Analytical Thinking
Topic : Open Systems
Bloom's : Analyze

125) Identify and define the five types of individual behavior in the workplace.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Learning Objective : 01-06 Summarize the five types of individual behavior in organizations.
Bloom's : Understand
Topic : Individual behaviors

126) Define organizational behavior and organizations.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
Topic : Organizational behavior
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.

127) Identify two key features of organizations.

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-01 Define organizational behavior and organizations.
Difficulty : 3 Hard
Topic : Organizational behavior key features

128) Discuss the conceptual anchors on which organizational behavior knowledge is developed and refined.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-03 Describe the anchors on which organizational behavior knowledge is based.
Topic : Organizational behavior anchors

129) The changing workforce is one of the emerging trends in organizational behavior. Identify four important work force changes and discuss each one.

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Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Workplace trends

130) Summarize four strategies to improve work-life integration and provide an example for each.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Work-life integration

131) Remote work has been identified as an important trend in organizational behavior. Discuss some of the benefits and drawbacks of remote work arrangements.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-04 Summarize the workplace trends of diversity and the inclusive workplace, w
Topic : Remote work

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132) Identify and discuss the four components of the MARS model.

Question Details
Accessibility : Keyboard Navigation
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS Model of Individual Behavior and Performance

133) ZTech Inc. is losing many of their key, experienced employees to a competitor. Explain the impact of this to ZTech in terms of human capital.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Topic : Human Capital

134) Explain the role of stakeholders in organizational effectiveness. How do values play a role in this relationship?

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Explain why organizational behavior knowledge is important for you and for
Difficulty : 2 Medium
AACSB : Analytical Thinking
Bloom's : Understand
Topic : Stakeholders

135) The sales office of a large industrial products wholesale company has an increasing problem. Salespeople are arriving late to office each morning. Some sales representatives directly visit clients rather than coming to the office as required by the company policy. Others arrive several minutes after their appointed start-time. The vice president of sales does not want to introduce time clocks, but this may be necessary if punctuality continues to be an issue. Using the MARS model of individual behavior and performance, diagnose the possible reasons why salespeople may be engaging in this inappropriate behavior.

Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS Model of Individual Behavior and Performance

136) Store #34 of CDA Hardware Associates has had below-average sales over the past few years. As the head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behavior and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

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Question Details
Accessibility : Keyboard Navigation
AACSB : Analytical Thinking
Bloom's : Apply
Learning Objective : 01-05 Describe the four factors that directly influence individual behavior and
Topic : MARS Model of Individual Behavior and Performance

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M Organizational Behavior 5th Edition by McShane CH01

Answer Key

Test name: CH01

1) TRUE
Organizational behavior encompasses the study of how organizations interact with their external environments, particularly in the context of employee behavior and decisions.

2) FALSE
Organizations are groups of people who work interdependently toward some purpose. Organizations are not buildings or government-registered entities. In fact, many organizations exist without either physical walls or government documentation.

3) TRUE
One key feature of organizations is that they are collective entities. An organization without a collective sense of purpose would be a collection of people without direction or unifying force.

4) TRUE
Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behaviors, decisions, perceptions, and emotional responses.

5) FALSE
An organization's collective purpose isn't always well defined or agreed on. Companies typically have vision and mission statements, but they are sometimes out of date or don't describe what employees actually try to achieve.

6) FALSE

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No matter what career path one chooses, OB concepts are an enormously important resource to help you perform your job and work more effectively within organizations.

7) TRUE
Technical skills are important, of course, particularly for highly specialized jobs and professions. But the skills and knowledge that employers tend to rank above anything else are the topics found in this and other organizational behavior books.

8) TRUE
Studies have consistently found a positive relationship between the quality of leadership and the company's financial performance.

9) TRUE
The open systems perspective advocates the view that organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs.

10) TRUE
Stakeholders include individuals, organizations, and other entities that affect, or are affected by, the organization's objectives and actions.
11) FALSE
Organizational effectiveness (not efficiency) is considered the ultimate dependent variable in the study of organizational behavior.

12) TRUE
The most important ingredient in the organization's process of transforming inputs to outputs is human capital. *Human capital* refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

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13) TRUE
Systematic research investigation is the basis for evidence-based management, which involves making decisions and taking actions based on this research evidence.

14) TRUE
One suggestion to create a more evidence-based organization is to be skeptical of hype, which is apparent when so-called experts say the idea is "new," "revolutionary," and "proven."

15) TRUE
The multiple levels of analysis that anchor OB knowledge include three levels of analysis: individual, team, and organization.

16) FALSE
The multidisciplinary anchor states that the field of OB should welcome theories and knowledge in other disciplines, not just from its own isolated research base.

17) TRUE
The contingency anchor recognizes that a particular action may have different consequences in different situations. In other words, no single solution is best in all circumstances. Thus, when faced with a particular problem or opportunity, we need to understand and diagnose the situation and select the strategy most appropriate under those conditions.

18) TRUE
One important objective of successful organizations is to create an *inclusive workplace*.Inclusive workplaces value diversity and allow people of all identities to be fully themselves while contributing to the organization.

19) FALSE

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Surface-level diversity refers to the observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities.

20) FALSE
Companies need to make diversity a priority because surface-level diversity, as well as some forms of deep-level diversity, are moral and legal imperatives. Companies that offer an inclusive workplace are, in essence, fulfilling the ethical standard of fairness in their decisions regarding employment and the allocation of rewards.

21) TRUE
Work–life integration refers to the degree that people are effectively engaged in their various work and nonwork roles and have a low degree of role conflict across those life domains.

22) TRUE
One strategy is to maximize work–life integration is to literally integrate two or more roles. An increasingly popular trend is to conduct meetings during an exercise walk. Some companies encourage staff to bring their dogs to work, which is both comforting and requires an occasional break to walk the four-legged friend. On-site child care is another form of integration.

23) FALSE
Research indicates that remote workers have higher productivity than other employees, likely because they experience less stress and tend to convert some of the former commuting time into work time.

24) TRUE
Remote work is better suited to people who are self-motivated, organized, can work effectively with broadband and other technology, and have sufficient fulfillment of social needs elsewhere in their life.

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25) FALSE
The rapid growth of indirect employment has occurred as companies outsource non-core work activities, such as information technology and customer contact centers, to firms that specialize in these services.

26) TRUE
People in indirect and self-employment relationships have higher job performance under some circumstances,but those with direct employment relationships tend to produce higherwork quality, innovation, and agility. This is because permanent employees tend to have lower turnover, higher commitment, and more involvement in the company.

27) FALSE
All four factors in the MARS model are critical influences on an individual's voluntary behavior and performance; if any one of them is low in a given situation, the employee would perform the task poorly.

28) FALSE
Direction refers to the path along which people engage their effort. People have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. In other words, direction refers to the fact that motivation is goal-directed, not random.

29) FALSE
In the MARs model, along with motivation and ability, employees require accurate *role perceptions* to perform their jobs well. Role perceptions refer to how clearly people understand their job duties. These perceptions range from role clarity to role ambiguity.

30) TRUE

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Ability includes both the learned capabilities and natural aptitudes required to successfully complete a task. *Learned capabilities* include the skills and knowledge that people acquire through training, practice, and other forms of learning. Learned capabilities tend to wane over time if they are not regularly utilized. *Aptitudes* are the natural talents that help employees learn specific tasks more quickly and perform them better.

31) FALSE
Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context. In this case, the employee is creating unnecessary conflicts with his coworkers. It is a counterproductive behavior.

32) TRUE
Although most companies focus on minimizing absenteeism, a more serious behavior may be *presenteeism*—showing up for work when unwell, injured, preoccupied by personal problems, or faced with dangerous conditions getting to work.

33) FALSE
Proficient task performance refers to performing the work efficiently and accurately. Adaptive task performance refers to how well employees modify their thoughts and behavior to align with and support a new or changing environment.

34) TRUE

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Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm the organization or its stakeholders. This concept includes a wide array of intentional and unintentional behaviors, such as harassing coworkers, creating unnecessary conflict, deviating from preferred work methods, being untruthful, stealing, sabotaging work, and wasting resources.

35) D
Organizational behavior encompasses the study of how organizations interact with their external environments, particularly in the context of employee behavior and decisions.

36) A
Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It looks at employee behavior, decisions, perceptions, and emotional responses. It examines how individuals and teams in organizations relate to one another and to their counterparts in other organizations.

37) A
From an organizational behavior perspective, organizations are defined as groups of people who work interdependently toward some purpose.

38) D
This knowledge satisfies our curiosity about why events occur and reduces our anxiety about circumstances that would otherwise be unexpected and unexplained. Furthermore, OB knowledge improves our ability to predict and anticipate future workplace events so we can get along with others, achieve our goals, and minimize unnecessary career risks.

39) D

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A key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed on.

40) A
OB researchers systematically study topics at three levels of analysis, namely, the individual, team (including interpersonal), and organization.

41) C
One key feature of all organizations is that they are collective entities. As such, all organizational members have degrees of interdependence; they accomplish goals by sharing materials, information, or expertise with coworkers.

42) C
Organizational behavior emerged as a distinct field sometime around the early 1940s. During that decade, a few researchers began describing their research as organizational (rather than sociological or psychological).

43) A
Organizational behavior is relevant to everyone in an organization since the work environment increasingly expects us to be self-motivated and to work effectively with coworkers without management intervention.

44) D
All employees need OB knowledge because employees increasingly need to be proactive, self-motivated, and able to work effectively with coworkers without management intervention. Therefore, OB is for everyone.

45) B

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Almost all organizational behavior theories have the implicit or explicit objective of making organizations more effective. In fact, *organizational effectiveness*is considered the "ultimate dependent variable" in organizational behavior.

46) D
Numerous surveys that ask employers to identify the most important skills and knowledge they look for in new hires. Technical skills are important, of course, particularly for highly specialized jobs and professions. But the skills and knowledge that employers tend to rank above anything else are the topics found in this and other organizational behavior books.

47) C
Corporate social responsibility (CSR) is the view that companies have a contract with society, in which they must serve stakeholders beyond stockholders and customers.

48) C
The open systems perspective views organizations as complex organisms that "live" within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment.

49) C
The open systems view recognizes that the organization consists of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs

50) A

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The open systems perspective views organizations as complex organisms that "live" within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment.

51) B
According to the open systems perspective, organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs.

52) C
According to the open systems perspective, the inputs are external factors such as raw materials, human resources, information, financial resources, and equipment.

53) C
According to the open systems perspective, successful organizations monitor their environments and are able to maintain a close "fit" with those changing conditions. It also considers how well it operates internally—that is, how well the company transforms inputs into outputs. It explains the interdependence of employees and departments within the organization.

54) D
Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations.

55) A

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Corporate social responsibility (CSR) is closely aligned with personal values and stakeholders. Corporate social responsibility consists of organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations.

56) D
As part of CSR, many companies have adopted the triple-bottom-line philosophy. They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability. Firms that adopt the triple bottom line aim to survive and be profitable in the marketplace (economic), but they also intend to maintain or improve conditions for society (social) as well as the physical environment.

57) B
As part of CSR, many companies have adopted the triple bottom line philosophy: They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability.

58) C
The most important ingredient in the organization's process of transforming inputs to outputs is human capital. *Human capital* refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

59) A
Human capital refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization. It is a competitive advantage because employees are essential for the organization's survival and success.

60) A

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By improving human capital, organizations potentially boost their effectiveness in three ways. First, human capital development partly occurs by improving employee skills and knowledge. Second, companies with superior human capital are better at adapting to rapidly changing. environments. A third explanation is that developing human capital means the company is investing in and rewarding its workforce, which motivates employees to reciprocate through greater effort in their jobs and assistance to coworkers.

61) C
The contingency anchor involves recognizing that the effectiveness of an action may depend on the situation or person.

62) D
A key feature of OB knowledge is that it should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data.

63) D
According to the contingency anchor, people and their work environments are complex, and the field of organizational behavior recognizes this by stating that a particular action may have different consequences in different situations. In other words, no single solution is best all of the time.

64) B
The contingency anchor states that a particular action may have different consequences in different situations.

65) B
According to the multiple levels of analysis anchor, OB topics typically relate to the individual, team, and organizational levels of analysis.

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66) B
Systematic research investigation is the basis for evidence-based management—making decisions and taking actions guided by research evidence. It makes perfect sense that management practice should be founded on the best available systematic knowledge.

67) D
Contingencies are identified in many OB theories, such as the best leadership style, the best conflict-handling style, and the best organizational structure.

68) A
Another organizational behavior anchor is that the field should welcome theories and knowledge from other disciplines, not just from its own isolated research base. For instance, psychological research has aided our understanding of individual and interpersonal behavior.

69) A
Most OB theories are interesting, but they also need to be useful in practice, whether for executive teams or for the rest of us in everyday work activities. This is consistent with our statement earlier in this chapter that almost all organizational behavior theories have the implicit or explicit objective of making organizations more effective.

70) D
Decision makers are bombarded with ideas from consultant reports, newspaper articles, and other public sources, many of which lack details whether their ideas are based on solid evidence. This volume and opacity of popular advice makes it difficult for executives to quickly determine which ideas have sufficient evidence-based foundation.

71) A

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The multidisciplinary organizational behavior anchor is that the field should welcome theories and knowledge from other disciplines, not just from its own isolated research base.

72) C
Organizational behavior recognizes that what goes on in organizations can be placed into three levels of analysis: individual, team (including interpersonal), and organization. In fact, advanced empirical research carefully identifies the appropriate level of analysis for each variable in the study and then measures at that level of analysis. For example, team norms and cohesion are measured as team variables, not as characteristics of individuals within each team.

73) C
The practical orientation anchor recognizes that while most OB theories are interesting, they also need to be useful in practice, whether for executive teams or for the rest of us in everyday work activities.

74) C
Deep-level diversity is evident in a person's choices, words, and actions. A popular example is the apparent deep-level diversity across generations.

75) D
The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities constitute surface-level diversity.

76) B
Diversity also includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. This deep-level diversity cannot be seen, but it is evident in a person's decisions, statements, and actions.

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77) B
Deep-level diversity refers to the differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

78) C
The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute surface-level diversity.

79) D
Organizations try to create an *inclusive workplace*, which is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

80) C
An *inclusive workplace* is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

81) C
At a collective level, an inclusive workplace gives diverse groups voice through formal structures, such as diversity councils, and everyday processes, such as representation in teams and casual gatherings.

82) B
Workforce diversity offers numerous advantages to organizations. Teams with high informational diversity—members have different knowledge and skills—tend to be more creative and make better decisions in complex situations compared to teams with less informational diversity.

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83) D
Workforce diversity offers numerous advantages to organizations. Teams with high informational diversity—members have different knowledge and skills—tend to be more creative and make better decisions in complex situations compared to teams with less informational diversity.

84) D
Companies need to make diversity a priority because surface-level diversity, as well as some forms of deep-level diversity, are moral and legal imperatives. Companies that offer an inclusive workplace are, in essence, fulfilling the ethical standard of fairness in their decisions regarding employment and the allocation of rewards. Inclusive workplace practices improve the quality of hiring and promotion and increase employee satisfaction and loyalty. Companies that create an inclusive workplace also nurture a culture of respect that, in turn, improves cooperation and coordination among employees.

85) C
Remote work(formerly known as telecommuting or teleworking) occurswhen employees work from home or other nonwork site (such as a café). It also occurs when employees are temporarily or indefinitely assigned to a client's workplace.

86) D
Employees who work effectively from remote locations typically have higher self-motivation, self-organization, need for autonomy, and information technology skills.

87) A

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Integrate multiple roles means finding ways to perform work and nonwork activities simultaneously or proximally. For example, having a meeting with a coworker while doing exercise that allows conversation (e.g. walking).

88) D
Boundary management involves establishing methods that prevent work roles from encroaching on time and attention devoted tononwork roles, for example, establishing personal or organizational rules that prohibit communication with coworkers at times that are formally outside company work hours.

89) B
Flexible work scheduling allows employees to vary their start and finish times as well as work remotely on some days.

90) D
People who regularly or mostly work from home report higher levels of social isolation, including weaker relationships with coworkers. They also receive less word-of-mouth information, which may have implications for promotional opportunities and workplace relations.

91) D
Although direct employment still dominates, the largest labor market growth over the past two decades has been indirect (outsourced/agency) and contract work. Indirect employment occurs when people hold positions in an agency and are temporarily assigned (temps) or indefinitely “leased” to client firms. The rapid growth of indirect employment has occurred as companies outsource non-core work activities, such as information technology and customer contact centers, to firms that specialize in these services.

92) D

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Historically, most workers have been in full-time, permanent jobs (called direct employment). This relationship assumes continuous employment (lifetime employment, in rare cases), usually with expectations of career advancement and the organization's investment in the employee's skills. An increasing percentage of the workforce has a more fragile form of direct employment relationship, such as part-time, on-call, casual, and seasonal employment.

93) C
Contract workers generally have similar levels of job satisfaction as direct employment workers, whereas agency workers tend to have lower job satisfaction.

94) D
The growth of outsourced/agency and contractwork has an impact on most organizational behavior topics. These emerging employment relationships increase employee performance under some circumstances,but evidence suggests thatdirect employment relationships tend to produce higherwork quality, innovation, and agility.

95) A
The four variables of the MARS model—motivation, ability, role perceptions, and situational factors—are critical influences on an individual's voluntary behavior and performance.

96) B
The four variables—motivation, ability, role perceptions, and situational factors—are represented by the acronym MARS. These factors directly influence individual behavior and performance.

97) C

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Motivation, ability, and role perceptions are clustered together in the MARS model because they are located within the person. Situational factors are external to the individual but still affect his/her behavior and performance.

98) A
Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

99) A
Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

100) B
With motivation, people have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. This shows that motivation is goal-directed, not random.

101) C
Intensity is the amount of effort allocated to a certain goal.

102) D
Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.

103) D
Ability includes aptitudes, skills, and competencies that lead to superior performance.

104) D

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Along with motivation and ability, employees require accurate *role perceptions* to perform their jobs well. Role perceptions refer to how clearly people understand what is expected of them in their organizational roles.

105) B
Role clarity exists when an individua understands the specific duties or consequences for which the employee is accountable, understands the priority of assigned tasks and performance expectations (e.g. performance quality versus quantity), and understands the preferred behaviors or procedures for accomplishing tasks.

106) B
One of the person-job matching strategies is to redesign the job so that employees are given only tasks that reflect their current learned capabilities. A complex task might be simplified—with some aspects of the work transferred to others—so that a new employee performs only those tasks that he/she is currently able to perform. As the employee becomes more competent at these tasks, other tasks are added back into the job.

107) B
Role perceptions are the extent to which a person accurately understands the job duties (roles) assigned to or expected of him/her.

108) B
A form of role clarity involves understanding the preferred behaviors or procedures for accomplishing the assigned tasks.

109) C
The situation mainly refers to conditions beyond the employee's immediate control that constrain or facilitate behavior and performance.

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110) C
To help remember these three elements of motivation, consider the metaphor of driving a car in which the thrust of the engine is your effort. Direction refers to where you steer the car, intensity is how much you put your foot down on the gas pedal, and persistence is for how long you drive toward your destination.

111) A
Role clarity exists when employees understand the priority of their various tasks and performance expectations. This is illustrated in the classic dilemma of quantity versus quality, such as how many customers to serve in an hour (quantity) versus how well each customer should be served (quality). Role clarity in the form of task priorities also exists in the dilemma of allocating personal time and resources, such as how much time managers should devote to coaching employees versus meeting with customers.

112) C
Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

113) D
Organizational citizenship behaviors include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

114) B
Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm the organization. Some of the CWBs include harassing coworkers, creating unnecessary conflict, deviating from preferred work methods, being untruthful, stealing, sabotaging work, tardiness, and wasting resources.

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115) D
The positive consequences of absenteeism are apparent when employees engage in presenteeism—showing up for work even though they are unwell, injured, preoccupied by personal problems, or face dangerous conditions getting to work.

116) C
Presenteeism is more common among employees with low job security (such as new and temporary staff), employees who lack sick leave pay or similar financial buffers, and those whose absence would immediately affect many people. Personality characteristics also motivate some people to show up for work when others would gladly recover at home.

117) C
CWBs (counterproductive work behaviors) are voluntary behaviors that have the potential to directly or indirectly harm the organization or its stakeholders. This concept includes a wide array of behaviors, both intentional and unintentional, such as harassing coworkers, creating unnecessary conflict, deviating from preferred work methods (e.g., shortcuts that undermine work quality), being untruthful, stealing, sabotaging work, and wasting resources.

118) B
There are many varieties of individual behavior, but most can be organized into the five categories described over the next few pages: task performance, organizational citizenship, counterproductive work behaviors, joining and staying with the organization, and maintaining work attendance.

119) C

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Proficient task performance refers to performing the work efficiently and accurately. It involves accomplishing the assigned work at or above the expected standards of quality, quantity, and other indicators of effectiveness.

120) A
Employees in almost every job are expected to perform their work proficiently. However, adaptive and proactive task performance are also important, particularly when the work is ambiguous or dynamic.

121) D
Employee turnover does offer some benefits, such as opening up positions so new employees with fresh ideas can be hired and removing people with a tendency for counterproductive work behaviors. But overall, turnover usually has a negative effect on organizational effectiveness.

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122) There are two possible ways that systems theory explains these problems. The first and more likely of these is the fact that open systems have interdependent parts. In this situation, reengineering the supplies requisition process may have disrupted other parts of the organization, which, in turn, undermined the supplies group's ability to complete their work. The point here is that open systems consist of interdependent parts and that it is always useful to ensure that changes in one part of the organization have minimal adverse effects on other parts of the organization.

The second possible (but less likely) problem is in terms of inputs, transformation, outputs, and feedback. The reengineering process may have thrown out a functioning transformation process.

The change could also have resulted in less feedback from the environment regarding how well the organization is interacting with the environment. Perhaps the change resulted in a disruption of inputs or side effects in the outputs. Student answers will vary for this question.

123) This incident mainly relates to the open systems idea that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. The marketing group's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs. The students could discuss the necessity of coordination and the effect of interdependence when discussing this scenario. Students' answers will vary for this question.

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124) The production simulation teaches teams that organizations are complex systems with many interdependent parts. As such, complex systems tend to produce unintended consequences when one part of the system is altered. The lesson here is to recognize the repercussions of subsystem actions on other parts of the organization. The student answers will vary, though they should address these issues in the answer.

125) The five types are: task performance, organizational citizenship, counterproductive behavior, joining/staying with the organization, and maintaining attendance.

1.Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives. It consists of proficiency, adaptability, and proactivity.

2.Organizational citizenship includes various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

3.Counterproductive work behaviors are voluntary behaviors that have the potential to directly or indirectly harm the organization.

4.Joining and staying with the organization reflects the organization's ability to hire and retain talent.

5.Maintaining work attendance consists of absenteeism (missing work), tardiness (being late for work), and presenteeism (attending scheduled work when one's capacity to perform is significantly diminished by illness or other factors).

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126) *Organizational behavior (OB)* is the study of what people think, feel, and do in and around organizations. It looks at employee behaviors, decisions, perceptions, and emotional responses. It examines how individuals and teams in organizations relate to one another and to their counterparts in other organizations. OB also encompasses the study of how organizations interact with their external environments, particularly in the context of employee behavior and decisions.

Organizations are defined as groups of people who work interdependently toward some purpose. Organizations are not buildings or government-registered entities. Many organizations exist with neither physical walls nor government documentation to confer their legal status.

127) One key feature of all organizations is that they are collective entities. They consist of human beings—typically, but not necessarily, employees—who interact with one another in an *organized* way. Communication, coordination, and collaboration are all required to achieve organizational objectives. This means that all organizational members have degrees of interdependence; they accomplish goals by sharing materials, information, or expertise with coworkers.

A second key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed on. Companies typically have vision and mission statements, but they are sometimes out of date or don't describe what employees actually try to achieve. Still, some sense of collective purpose does exist, even if it is implicit or informally understood.

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128) The systematic research anchor states that OB knowledge should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. The multidisciplinary anchor states that organizational behavior should welcome theories and knowledge in other disciplines, not just from its own isolated research base. The contingency anchor states that a particular action may have different consequences in different situations. In other words, no single solution is best all of the time. The multiple levels of analysis anchor states that what goes on in organizations should be understood from three levels of analysis: individual, team, and organization.

129) There are numerous work force changes that students might correctly identify. Some of them are (a) increasing workforce diversity; (b) the importance of workplace inclusion, (c) work-life integration, (d) remote work, and (e) emerging employment relationships.

In their answers, students should:

(a) explain deep and surface level diversity, and discuss the benefits and risks of diversity

(b) discuss the key elements of an inclusive workplace

(c) explain how person roles can integrate with work roles

(d) discuss the benefits and consequences of remote work to the person and organization

(e) discuss the consequences of direct and indirect employment

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130) The fours strategies are to integrate multiple roles, flexible work scheduling, aligning roles with personal attributes, and boundary management.

1.Integrate multiple roles: Find ways to perform work and nonwork activities simultaneously or proximally. For example, having a meeting with a coworker while doing exercise that allows conversation (e.g. walking).

2.Flexible work scheduling: Establish work (and nonwork) roles that allow work time to have variable time frames. For example, an employee may seek jobs and companies that allow them to vary their start and finish times as well as work remotely on some days.

3.Align roles with personal attributes: Choose work and nonwork roles that are sufficiently compatible with each other and with one's personality and values. For example, a person can assess their personality and values, then choose work and life activities that are compatible with those personal attributes.

4.Boundary management: Establish methods that prevent work roles from encroaching on time and attention devoted to nonwork roles. For example, one can establish personal or organizational rules that prohibit communication with coworkers at times that are formally outside company work hours, such as nights, weekends, holidays, or vacations.

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131) Benefits:

- · Remote work tends to offer better work-life integration.
- · Remote work seems to improve job performance and productivity because employees tend to allocate some former commuting time to work activity.
- · Employees remain productive when the weather or natural disasters block access to the office.
- · Financial benefits to employee.
- · Better for the environment.

Drawbacks:

- · Social isolation.
- · Weaker relationships with coworkers.
- · Less word of mouth information can negatively impact decision making.
- · Team cohesion is usually lower.
- · Can weaken the overall culture.

132) Students should at a minimum discuss:

- Motivation: direction, intensity, persistence.
- Ability: learned capabilities versus aptitude.
- Role perceptions: define and explain role clarity (3 aspects)
- Situational factors: two main influences—effects of work context and environmental cues

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133) Human capital refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization. It is a competitive advantage because employees are essential for the organization's survival and success. Talented and experienced employees are difficult to find, copy, and replace with technology. Consequently, effective organizations introduce workplace practices that enhance human capital. Losing human capital has potential short-term, and long-term, consequences for organizational effectiveness. It will also be very costly to find and replace these employees. And as noted, replacing employees with technology is not always feasible nor desirable.

134) Stakeholders include customers, suppliers, the local community and national society, interest groups, stockholders, governments, and many other entities that affect, or are affected by, the company's objectives and actions. Organizations are more effective when they understand, manage, and satisfy stakeholder needs and expectations. This can be challenging because stakeholders have conflicting interests and organizations lack sufficient resources to satisfy everyone.
Personal values play a key role in stakeholder relations. Values are relatively stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. They help us know what is right or wrong, or good or bad, in a particular situation. With regard to stakeholders, the company's executive team and board of directors rely on their personal values to decide how the company should prioritize its investments for future growth and how its current earnings should be distributed (e.g., to stockholders, employees, community, etc.). In other words, personal values directly impact how stakeholders are prioritized and served.

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135) The MARS model suggests that individual behavior and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day.

Lateness may also occur because sales representatives are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, the long distance between home and the office or client location, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time. Students' answers will vary due to the nature of this question. The students should also discuss the possible solutions to these problems.

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136) Students should answer this question by describing the four causes of individual behavior and applying these causes to the situation.

Ability: It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. Some employees may lack the necessary experience.

Motivation: Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not very effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore may not be motivated by the company's compensation system.

Role perceptions: Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors: Employees at Store #34 might have lower performance due to unfavorable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty receiving inventory from the company's warehouse, resulting in lack of sales.

Students' answers will vary due to the nature of this question.

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