Borkowski's Organizational Behavior and Leadership in Health Care 5th edition Meese Test Bank

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Import Settings:
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Information Field: Complexity
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Highest Answer Letter: D
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Chapter: Chapter 01 – Test Bank

Multiple Choice

1. A single entity owning and operating all of the segments providing health care, including preventive services, specialized and primary ambulatory care, acute care, subacute care, long-term care, home health care, as well as a health plan, is an example of which of the following?
A) Horizontal integration
B) Vertical integration
C) Diagonal integration
D) Upward integration
Ans: B
Complexity: Easy
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

2. The _____ is the bias that occurs when people know they are being studied.
A) Mayo Effect
B) Roethlisberger Effect
C) Hawthorne Effect
D) McGregor Effect
Ans: C
Complexity: Easy
Ahead: The Hawthorne Studies
Subject: Chapter 1
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Taxonomy: Remember

3. Which of the following is *not* one of the three main goals of organizational behavior described in the chapter?
A) Explain why individuals and groups behave as they do.
B) Predict how people will behave in organizations.
C) Provide tools for managers to influence behavior.

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D) Eliminate all conflict from organizations.
Ans: D
Complexity: Easy
Ahead: Overview
Subject: Chapter 1
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Taxonomy: Understand

4. Which major trend is *not* cited in the chapter as significantly affecting the healthcare industry?
A) Aging and more diverse patients and workers
B) Expansion of telemedicine and artificial intelligence
C) Declining interest in evidence-based medicine
D) Movement toward value-based payment
Ans: C
Complexity: Moderate
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Understand

5. A manager who believes employees must be closely controlled, directed, and motivated only by pay and job security is most accurately described as holding which assumptions?
A) Theory Y
B) Human relations
C) Theory X
D) Scientific management
Ans: C
Complexity: Easy
Ahead: Theories X and Y
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Apply

6. Which field focuses on the design and structure of the entire organization and is considered a macro-level discipline?
A) Organizational behavior
B) Human resources management
C) Organizational development
D) Organization theory
Ans: D
Complexity: Easy
Ahead: Related Disciplines
Subject: Chapter 1
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Taxonomy: Remember

7. Which definition best reflects how this chapter defines organizational behavior?
A) The study of financial performance in healthcare organizations

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B) The study of individual and group dynamics in organizational settings
C) The analysis of the external environment surrounding organizations
D) The set of human resources policies used to manage personnel
Ans: B
Complexity: Easy
Ahead: Overview
Subject: Chapter 1
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Taxonomy: Remember

8. In the bank-wiring observation-room study, workers pressured “rate busters” (those who produced too much) to slow down. This finding illustrated the power of:
A) individual incentives.
B) formal job descriptions.
C) informal group norms.
D) strict managerial control.
Ans: C
Complexity: Moderate
Ahead: The Hawthorne Studies
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Understand

9. Which of the following has evolved to meet the need for better technology and information infrastructure that allows for information sharing, patient care management, and cost control?
A) Horizontal integration
B) Vertical integration
C) Diagonal integration
D) Virtual integration
Ans: D
Complexity: Easy
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

10. Which of the following emphasizes systems, processes, procedures, and so forth for personnel management and is usually housed in a functional unit within organizations?
A) Human resources management
B) Organization theory
C) Organizational development
D) Organizational behavior
Ans: A
Complexity: Easy
Ahead: Related Disciplines
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

11. The initial goal of the Hawthorne illumination experiments was to study the effects of which factor on worker productivity?
A) Wage incentives
B) Leadership style
C) Lighting levels
D) Team-based pay
Ans: C
Complexity: Easy
Ahead: The Hawthorne Studies
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12. Which conclusion from the Hawthorne relay-assembly experiments most strongly influenced the field of organizational behavior?
A) Productivity depends solely on physical working conditions.
B) Social cohesion and interest from supervisors can strongly influence productivity.
C) Piece-rate pay always increases output.
D) Rest breaks reduce output and should be avoided.
Ans: B
Complexity: Moderate
Ahead: The Hawthorne Studies
Subject: Chapter 1
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Taxonomy: Understand

13. Which statement best contrasts Theory X and Theory Y assumptions?
A) Theory X assumes employees seek responsibility; Theory Y assumes they avoid it.
B) Theory X assumes employees dislike work and must be coerced; Theory Y assumes employees are capable, seek responsibility, and are motivated by higher-level needs.
C) Theory X focuses on groups; Theory Y focuses on individuals.
D) Theory X is micro; Theory Y is macro.
Ans: B
Complexity: Easy
Ahead: Theories X and Y
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Understand

14. Which statement best describes organizational development as presented in the chapter?
A) A micro-level approach to individual attitudes
B) A planned, organization-wide process of change to improve effectiveness
C) A legal function ensuring compliance with employment law
D) A financial strategy for cost control
Ans: B
Complexity: Moderate
Ahead: Related Disciplines
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Taxonomy: Remember

True/False

1. True or False? Organizational behavior is the study of individuals, groups, and organizations.
Ans: False
Complexity: Easy
Ahead: Overview
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Understand

2. True or False? Scientific management was significant to the development of organizational behavior because it demonstrated the important influence of human factors on worker productivity.
Ans: False
Complexity: Moderate
Ahead: History of Organizational Behavior
Subject: Chapter 1
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Taxonomy: Moderate

3. True or False? Virtual integration emphasizes coordination of services through patient-management agreements, provider incentives, and information systems rather than common ownership.
Ans: True
Complexity: Moderate
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

4. True or False? Human resources management is primarily concerned with understanding and predicting human behavior in organizations, rather than with systems, procedures, and policies.
Ans: False
Complexity: Moderate
Ahead: Related Disciplines
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Understand

5. True or False? The classical/traditional approaches to management focused on the human relations aspect in the workplace.
Ans: False
Complexity: Easy
Ahead: History of Organizational Behavior

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Subject: Chapter 1
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Taxonomy: Remember

6. True or False? According to McGregor, Theory X assumptions can become a self-fulfilling prophecy when managers' negative beliefs lead to more controlling behavior and minimal employee effort.
Ans: True
Complexity: Moderate
Ahead: Theories X and Y
Subject: Chapter 1
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Taxonomy: Understand

7. True or False? Theory Y managers believe that employees are unintelligent and lazy.
Ans: False
Complexity: Easy
Ahead: Theories X and Y
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

8. True or False? A major outcome of the interviewing program associated with the Hawthorne Studies was that researchers discovered that workers were isolated, unrelated individuals.
Ans: False
Complexity: Moderate
Ahead: The Hawthorne Studies
Subject: Chapter 1
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Taxonomy: Understand

9. True or False? Organizational behavior analyzes the entire organization and is considered to be a macro perspective because the organization is the unit being examined.
Ans: False
Complexity: Easy
Ahead: Related Disciplines
Subject: Chapter 1
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Taxonomy: Remember

10. True or False? One goal of organizational behavior is to explain why individuals and groups behave the way they do in organizations; another is to help managers predict behavior.
Ans: True
Complexity: Easy
Ahead: Overview
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Taxonomy: Remember

11. True or False? Health care is the largest U.S. industry and is projected to add more jobs than any other sector over the next decade.
Ans: True
Complexity: Easy
Ahead: Why Study Organizational Behavior in Health Care?
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Taxonomy: Remember

12. True or False? Changes such as value-based reimbursement, staff shortages, and an aging population have little impact on how healthcare managers use organizational behavior concepts.
Ans: False
Complexity: Easy
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Understand

13. True or False? Vertical integration in health care focuses on creating a continuum of care services across multiple levels, from preventive to long-term care, often under a single owner.
Ans: True
Complexity: Easy
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

14. True or False? The Hawthorne Studies helped shift management thinking from purely mechanistic models toward recognizing social and psychological influences on work behavior.
Ans: True
Complexity: Easy
Ahead: The Hawthorne Studies
Subject: Chapter 1
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Taxonomy: Understand

15. True or False? Organizational development focuses on planned, organization-wide change efforts and is therefore considered a macro-level field.
Ans: True
Complexity: Easy
Ahead: Related Disciplines
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Taxonomy: Remember

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Multiple Response

1. According to the chapter, which three goals does organizational behavior strive to achieve? Select all that apply.
A) Explain behavior.
B) Predict behavior.
C) Control markets.
D) Provide managers with tools to influence behavior.
Ans: A, B, D
Complexity: Easy
Ahead: Overview
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

2. Which of the following are listed in the chapter as major forces reshaping the healthcare industry? Select all that apply.
A) Declining reimbursement
B) National staffing shortages
C) Aging population
D) Increasing reliance on handwritten records
E) Advances in technology such as big data, machine learning, and telemedicine
Ans: A, B, C, E
Complexity: Moderate
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

3. Which of the following are identified as primary reasons managers fail in healthcare organizations? Select all that apply.
A) Difficulty handling change
B) Poor communication
C) Inability to work well in teams
D) Poor interpersonal relations
E) Excessive delegation
Ans: A, B, C, D
Complexity: Moderate
Ahead: Why Study Organizational Behavior in Health Care?
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Taxonomy: Understand

4. Which of the following are characteristics of McGregor’s Theory Y view of employees? Select all that apply.

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A) Want meaningful work
B) Are incapable of creativity
C) Desire to contribute and participate in decision making
D) Prefer to avoid all responsibility
E) Can direct their own activities when given the opportunity
Ans: A, C, E
Complexity: Easy
Ahead: Theories X and Y
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Understand

5. Which of the following are key forms of integration discussed in the chapter? Select all that apply.
A) Vertical integration
B) Horizontal integration
C) Virtual integration
D) Circular integration
Ans: A, B, C
Complexity: Easy
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Remember

Short Answer

1. Define organizational behavior and list its three main goals as presented in the chapter. Briefly explain why these goals are especially important for healthcare managers.
Ans:
Complexity: Moderate
Ahead: Overview
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Apply

2. Identify two major trends affecting today's healthcare industry (e.g., demographic changes, payment reforms, technological advances) and describe how each trend creates challenges that organizational behavior concepts can help address.
Ans:
Complexity: Moderate
Ahead: The Healthcare Industry
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Taxonomy: Analyze

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3. Briefly describe the Hawthorne Effect and explain how one of the Hawthorne Studies (illumination, relay-assembly, bank-wiring, or interviewing program) contributed to our understanding of group dynamics at work.
Ans:
Complexity: Moderate
Ahead: The Hawthorne Studies
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Analyze

4. Compare Theory X and Theory Y assumptions about employees. Then describe a specific healthcare management behavior (e.g., scheduling, supervision, performance evaluation) that would be consistent with each theory.
Ans:
Complexity: Moderate
Ahead: Theories X and Y
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Analyze

5. Distinguish among organizational behavior, organization theory, organizational development, and human resources management in terms of (a) level of analysis (micro vs macro) and (b) primary focus.
Ans:
Complexity: Moderate
Ahead: Related Disciplines
Subject: Chapter 1
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Taxonomy: Understand

Essay

1. A health system is transitioning from a collection of independent hospitals to a vertically and virtually integrated network. Using concepts from Chapter 1, analyze how organizational behavior can help managers address staff anxiety, new team structures, and changing roles. In your answer, reference at least one industry trend, one insight from the Hawthorne Studies, and one implication of Theory X/Y for leading this change.
Ans:
Complexity: Difficult
Ahead: The Healthcare Industry
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Evaluate

2. Describe how a healthcare manager’s Theory X or Theory Y assumptions could become a self-fulfilling prophecy in a nursing unit or clinic. Propose at least three specific behaviors the manager could adopt to

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move from a Theory X to a Theory Y approach and explain how these behaviors might influence staff motivation and performance.
Ans:
Complexity: Difficult
Ahead: Theories X and Y
Subject: Chapter 1
Title: Overview and History of Organizational Behavior
Taxonomy: Evaluate

3. Drawing on the chapter's discussion of why managers fail and why organizational behavior (OB) is important in health care, write an essay explaining how knowledge of OB could help you succeed as a future healthcare leader. Address at least communication, teamwork, and handling change in your response.
Ans:
Complexity: Difficult
Ahead: Why Study Organizational Behavior in Health Care?
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Taxonomy: Create

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