Organizational Behavior and Theory in Healthcare Leadership Perspectives and Management Applications 2nd edition Johnson Test Bank

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1. ch12-001
Informal groups are often arranged by the organization.

a. True
*b. False

2. ch12-002
Task groups are organized around a specific job or undertaking and may be structured based on individual expertise, not hierarchical position.

*a. True
b. False

3. ch12-003
The strength of an initiation into a group has no effect on the level of group commitment.

a. True
*b. False

5. ch12-005
Command groups are units that receive direction and orders within their organization.

a. True
*b. False

6. ch12-006
Governmental organizations are important because they impart group norms that establish acceptable and nonacceptable behaviors.

a. True
*b. False

7. ch12-007
Groups of hospitals that are dispersed across the United States and owned by a healthcare system are an example of sequential interdependence.

a. True

*b. False

8. ch12-008
Pooled interdependence requires that group members make only discrete, independent contributions.

*a. True
b. False

9. ch12-009
Pressure within groups is always destructive and needs to be carefully monitored and controlled by managers.

a. True
*b. False

10. ch12-010
Marketing directors who hope to be a hospital CEO someday are looking to join an aspirational group.

*a. True
b. False

11. ch12-011
Which of the following is an example of a command group?

*a. An executive team
b. The CEO of an organization
c. An informal group
d. A loose coalition

12. ch12-012
Individuals are acculturated into groups through which of the following?

a. Dues
b. Education
*c. Rituals
d. Seniority

13. ch12-013
Which of the following is NOT a type of interdependence?

*a. Interdisciplinary
b. Pooled
c. Reciprocal
d. Sequential

14. ch12-014
Which of the following provides an example of sequential interdependence?

a. Intensive care unit
b. Emergency department
*c. Hospital admission process
d. A football game

15. ch12-015
Employees who gather to feed the feral cats on the hospital grounds would be a(n) _____.

*a. informal group
b. formal group
c. command group
d. acculturated group

16. ch12-016
Telling someone how to perform specific procedures in a clinic is an example of _____.

a. appearance norms
*b. performance norms
c. arrangement norms
d. policy norms

17. ch12-017
All except which of the following are included in the American Association of Critical-Care Nurses standards?

a. decision-making
b. leadership
c. collaboration
*d. clinical skills

18. ch12-018
A group of older employees from different departments who meet for lunch each day would be considered _____.

a. a command group
b. an acculturated group
*c. a cohort
d. a task group

19. ch12-019
A nurse begins to mistrust the hospital CEO because the other unit nurses continually promote the idea that the CEO has no idea how to run the hospital. The nurse is experiencing what?

a. Group polarization
*b. Group shift
c. Groupthink
d. Group interdependence

20. ch12-020
An entire group of friends decides to protest new uniforms at work even though some of them actually like the way the uniforms look. This is an example of what?

*a. Group polarization
b. Group shift
c. Groupthink
d. Group interdependence

1. ch02-001
A large majority of American workers feel disengaged from their work.

*a. True
b. False

2. ch02-002
Hierarchy of command is similar to chain of command.

*a. True
b. False

3. ch02-003
Max Weber's writings and principles became the foundation for public administration and civil service systems.

*a. True
b. False

4. ch02-004
The scalar principle promotes open communication, with employees sometimes skipping immediate supervisors to speak with someone at a higher organizational level.

a. True
*b. False

5. ch02-005
The proper use of a mission and vision can facilitate the coordinative principle.

*a. True
b. False

6. ch02-006
Abraham Maslow postulated that higher-level needs could be achieved without first addressing lower-level needs.

a. True
*b. False

Organizational Behavior and Theory in Healthcare Leadership Perspectives and Management Applications 2nd edition

7. ch02-007
Theory X and Y are based on the premise that managers perceive employees differently and that these perceptions affect how they treat employees.

*a. True
b. False

8. ch02-008
Most current management theories are based on a closed systems approach.

a. True
*b. False

9. ch02-009
Selecting officeholders based on their technical qualifications reflects the characteristic of impersonality.

*a. True
b. False

10. ch02-010
The Hawthorne studies refocused management strategy from scientific management to include social and psychological aspects of human behavior.

*a. True
b. False

11. ch02-011
The scalar principle suggests that staff members provide advice and ideas, whereas line management's job is to get things done.

a. True
*b. False

12. ch02-012
The contingency approach suggested that there was no one

Organizational Behavior and Theory in Healthcare Leadership Perspectives and Management Applications 2nd edition

best way to organize and manage; rather, management style should depend on environmental factors.

*a. True
b. False

13. ch02-013
A closed systems approach indicates that firms are highly influenced and affected by their environments.

a. True
*b. False

14. ch02-014
If organizations are "fit," they should be aligned or matched with their environments.

*a. True
b. False

15. ch02-015
Which of the following was NOT part of Weber's ideal bureaucracy?

a. Hierarchy of command
b. Advancement based on achievement
c. Specialization of labor
*d. Merit pay

16. ch02-016
Which of the following was one of the first management writers to propose that people be advanced based on their achievements, skills, and performance?

a. Maslow
*b. Weber
c. Fayol
d. Gulick

17. ch02-017
Which of the following uses the functional principle?

*a. Job descriptions

b. Job enlargement
c. Scalar principle
d. Coordinative principle

18. ch02-018
The coordinative principle can be assisted by having an effective _____.

a. job description
b. scalar structure
*c. mission and vision
d. matrix structure

19. ch02-019
Maslow's hierarchy of needs contains how many levels?

a. 3
b. 4
*c. 5
d. 7

20. ch02-020
Which is the highest level of need according to Maslow?

a. Physical
b. Social and belonging
c. Esteem
*d. Self-actualization

21. ch02-021
A theory Y manager believes that employees _____.

a. avoid and dislike work
b. need restrictive controls
*c. should be involved in decision-making
d. may be gullible and easy to manipulate