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Chapter 1 - Introduction to Organizational Behavior

1. What is organizational behavior?
   a. The study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.
   b. The study of financial performance and strategic planning within business organizations and corporate structures.
   c. The analysis of market trends and consumer purchasing patterns that influence organizational decision-making processes.
   d. The examination of technological systems and operational procedures used to maximize organizational efficiency and productivity.

ANSWER: a

RATIONALE: Organizational behavior encompasses three key areas: human behavior within organizations, how individuals interact with organizational systems, and the organization as an entity. This comprehensive definition distinguishes OB from other business disciplines by focusing specifically on the human element.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

KEYWORDS: Remember

2. Which four basic functions characterize managerial work?
   a. Planning, organizing, leading, controlling
   b. Hiring, training, evaluating, promoting
   c. Marketing, financing, producing, distributing
   d. Researching, developing, testing, implementing

ANSWER: a

RATIONALE: These four functions represent the fundamental activities that managers perform across all organizational levels. Planning involves determining future direction, organizing creates structure, leading motivates people, and controlling monitors progress toward goals.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-2a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior

KEYWORDS: Remember

3. What is competitive advantage?
   a. Anything that gives a firm an edge over rivals in attracting customers and defending itself against competition
   b. The ability to produce goods and services at the lowest possible cost while maintaining acceptable quality standards
   c. The process of developing unique products that command premium prices in specialized market segments
   d. The capacity to expand business operations through mergers and acquisitions in related industry sectors

ANSWER: a

RATIONALE: Competitive advantage is a broad concept that encompasses any factor allowing an

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organization to outperform competitors. This can include cost leadership, differentiation, superior service, or other strategic advantages that help attract and retain customers.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Remember

4. What is the scientific method in organizational behavior research?
   a. A method of knowledge generation that relies on systematic studies that identify and replicate results using various methods, samples, and settings
   b. A technique for collecting employee feedback through surveys and interviews to improve workplace satisfaction and productivity
   c. An approach to organizational design that emphasizes efficiency through time-and-motion studies and standardized procedures
   d. A framework for evaluating organizational performance using financial metrics and operational benchmarks across industry sectors

ANSWER: a

RATIONALE: The scientific method provides a systematic approach to understanding organizational phenomena through rigorous testing and replication. This approach helps distinguish reliable knowledge from intuition or common-sense assumptions about workplace behavior.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Remember

5. What is organizational citizenship?
   a. The behavior of individuals that makes a positive overall contribution to the organization
   b. The legal obligation that employees must follow company policies and governmental regulations
   c. The formal training programs designed to develop employee skills and professional competencies
   d. The process of evaluating employee performance and providing feedback for continuous improvement

ANSWER: a

RATIONALE: Organizational citizenship refers to voluntary behaviors that go beyond formal job requirements but benefit the organization. These behaviors include helping colleagues, working overtime when needed, and supporting organizational goals beyond basic performance expectations.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Remember

6. According to the organizational behavior framework, what four sets of factors operate between environmental context

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and organizational effectiveness?

a. Individual factors, group and team factors, leadership factors, organizational factors
b. Financial resources, human resources, technological resources, information resources
c. Planning activities, organizing structures, leading behaviors, controlling mechanisms
d. Cost leadership strategies, differentiation approaches, specialization tactics, growth initiatives

ANSWER: a

RATIONALE: The framework identifies four key categories of factors that influence organizational effectiveness: individual characteristics and behaviors, group and team dynamics, leadership approaches, and organizational structure and culture. These factors interact within the environmental context to determine outcomes.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-6

LEARNING OBJECTIVES: ORGA.PHIL.27.1.6 - Summarize the framework around which this book is organized

KEYWORDS: Remember

7. What is scientific management?

a. An approach based on the belief that productivity is maximized when organizations use precise instructions based on time-and-motion studies
b. A leadership philosophy that emphasizes employee empowerment and participative decision making in organizational settings
c. A research methodology that uses statistical analysis to identify correlations between workplace variables and performance outcomes
d. A strategic planning process that integrates market analysis with organizational capabilities to achieve competitive advantage

ANSWER: a

RATIONALE: Scientific management, developed by Frederick Taylor, focused on finding the most efficient ways to perform work through systematic study and standardization. This approach emphasized rationalization and precise procedures to maximize productivity.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Remember

8. What is the Hawthorne effect?

a. When people improve some aspect of their behavior or performance simply because they are being assessed
b. The tendency for employees to resist organizational changes that threaten their job security or status
c. The phenomenon where group members make poor decisions to avoid conflict and maintain consensus
d. The process by which individual productivity decreases when working in larger groups or teams

ANSWER: a

RATIONALE: The Hawthorne effect was discovered during studies at Western Electric, where researchers found that workers improved performance regardless of the specific changes made, simply because they knew they were being observed and evaluated.

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DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-4a
LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior
KEYWORDS: Remember

9. What characterizes a cost leadership strategy?
   a. Striving to be the lowest-cost producer for a particular level of product quality
   b. Developing products with unique characteristics that customers value and will pay premium prices for
   c. Focusing on narrow market segments and pursuing specialized approaches within those niches
   d. Expanding business operations through acquisitions and mergers to increase market share

ANSWER: a
RATIONALE: Cost leadership involves achieving competitive advantage through operational efficiency and cost control. Organizations using this strategy focus on minimizing expenses while maintaining acceptable quality levels to offer lower prices than competitors.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-3b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior
KEYWORDS: Remember

10. What are technical skills?
   a. The skills necessary to accomplish specific tasks within the organization
   b. The ability to effectively communicate with, understand, and motivate individuals and groups
   c. The ability to think in the abstract and consider the big picture of organizational operations
   d. The ability to understand cause-and-effect relationships and recognize optimal solutions to problems

ANSWER: a
RATIONALE: Technical skills are job-specific competencies required to perform particular tasks or functions. These skills are typically associated with the operational aspects of work and vary depending on the specific role and industry.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-2b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior
KEYWORDS: Remember

11. What are dysfunctional behaviors?
   a. Behaviors that detract from, rather than contribute to, organizational performance
   b. Behaviors that employees exhibit when they lack proper training or development opportunities
   c. Actions taken by managers that fail to motivate employees or achieve desired outcomes
   d. Workplace activities that violate company policies but do not significantly impact productivity

ANSWER: a
RATIONALE: Dysfunctional behaviors are counterproductive actions that harm organizational

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effectiveness. Examples include excessive absenteeism, turnover, theft, harassment, and workplace violence, all of which negatively impact performance and organizational culture.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5d

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Remember

12. According to systems theory, what is a system?
    a. An interrelated set of elements that function as a whole
    b. A standardized procedure for completing organizational tasks efficiently and effectively
    c. A hierarchical structure that defines authority relationships within an organization
    d. A collection of policies and rules that govern employee behavior and organizational operations

ANSWER: a

RATIONALE: Systems theory views organizations as interconnected components that work together to transform inputs into outputs. This perspective emphasizes the relationships between different organizational elements and their interaction with the external environment.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Remember

13. What is operational excellence?
    a. Maximizing the efficiency of manufacturing or product development processes to minimize costs
    b. Developing innovative products and services that create new market opportunities and customer demand
    c. Building strong customer relationships through personalized service and customized solutions
    d. Expanding market presence through strategic acquisitions and international business development

ANSWER: a

RATIONALE: Operational excellence focuses on streamlining processes and eliminating waste to achieve cost leadership. Organizations pursuing this approach continuously seek ways to improve efficiency and reduce expenses while maintaining quality standards.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Remember

14. What is meta-analysis?
    a. A statistical technique used to combine results of many different research studies across various organizations and jobs
    b. A qualitative research method that examines individual case studies to identify common patterns and themes

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c. An experimental design that tests hypotheses by manipulating variables in controlled laboratory settings

d. A survey methodology that collects data from large samples to measure employee attitudes and behaviors

ANSWER: a

RATIONALE: Meta-analysis synthesizes findings from multiple studies to estimate the true relationship between variables and determine whether results can be generalized across different situations and contexts.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Remember

15. What is customer intimacy?

a. Delivering unique and customizable products or services to meet customers' needs and increase customer loyalty

b. Maintaining the lowest prices in the market while providing acceptable quality and service levels

c. Developing cutting-edge products that establish new industry standards and market categories

d. Creating efficient distribution networks that ensure rapid product delivery to all market segments

ANSWER: a

RATIONALE: Customer intimacy involves building deep relationships with customers by understanding their specific needs and providing tailored solutions. This approach requires operational flexibility and detailed customer knowledge to create loyalty through personalized service.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Remember

16. What is interactionalism?

a. The view that individual behavior results from continuous interaction between personal characteristics and situational factors

b. The belief that organizational effectiveness depends primarily on formal communication channels and reporting relationships

c. The theory that employee motivation is determined by the interaction between individual needs and organizational rewards

d. The perspective that group performance is influenced by the interaction between task complexity and team composition

ANSWER: a

RATIONALE: Interactionalism emphasizes that behavior cannot be understood by examining either the person or the situation alone. Instead, it focuses on how individual characteristics and environmental factors continuously influence each other to shape behavior.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4d

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LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Remember

17. Why is organizational behavior important for personal career success?
    a. It provides knowledge and tools needed to work effectively with others at any organizational level.
    b. It guarantees promotion opportunities and higher salaries for employees who study these concepts.
    c. It eliminates the need for technical skills by focusing exclusively on interpersonal relationships.
    d. It provides certification requirements that are mandatory for most management positions.

ANSWER: a

RATIONALE: Understanding organizational behavior helps individuals develop people skills that are crucial for career advancement. These skills enable effective interaction with colleagues, subordinates, and superiors, which is often what distinguishes average from excellent performers.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

KEYWORDS: Understand

18. How do the four basic management functions relate to organizational behavior?
    a. Each function involves human behavior processes and characteristics that influence organizational effectiveness.
    b. The functions operate independently of human behavior and focus primarily on technical and financial aspects.
    c. Only the leading function involves organizational behavior, while others focus on operational efficiency.
    d. The functions replace the need for understanding organizational behavior by providing structured approaches.

ANSWER: a

RATIONALE: All management functions are intertwined with organizational behavior concepts. Planning involves perception and creativity, organizing affects structure and relationships, leading directly involves motivation and behavior, and controlling includes performance evaluation and feedback systems.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-2a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior

KEYWORDS: Understand

19. How does organizational behavior support competitive advantage?
    a. People are responsible for gaining and maintaining most sources of competitive advantage through their behaviors and performance.
    b. Organizational behavior replaces the need for strategic planning by focusing on employee satisfaction and engagement.
    c. Competitive advantage is achieved primarily through technology and financial resources rather than human factors.
    d. Organizational behavior concepts are only relevant after competitive advantage has been established through

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other means.

ANSWER: a

RATIONALE: Because employees are responsible for implementing strategies, developing products, providing service, and executing most organizational activities, effective management of human behavior is fundamental to creating and sustaining competitive advantage.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Understand

20. Why did the field of organizational behavior shift from a universal approach to a situational perspective?
    a. Researchers discovered that human behavior and organizational settings are too complex for universal solutions.
    b. Universal approaches were too expensive to implement across different types of organizations and industries.
    c. Government regulations required organizations to adopt situational approaches for legal compliance purposes.
    d. Technology advances made universal approaches obsolete and required more flexible management methods.

ANSWER: a

RATIONALE: The complexity of human behavior and organizational contexts makes it impossible to find one-size-fits-all solutions. The situational perspective recognizes that effective approaches depend on various contingent factors and circumstances.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Understand

21. .Why is the scientific method important in organizational behavior research?
    a. It provides systematic testing to distinguish reliable knowledge from intuition and common-sense assumptions.
    b. It eliminates the need for managers to make decisions based on their experience and judgment.
    c. It guarantees that research findings will apply equally to all organizations and cultural contexts.
    d. It focuses exclusively on quantitative data while ignoring qualitative aspects of organizational behavior.

ANSWER: a

RATIONALE: The scientific method helps verify whether commonly held beliefs about organizational behavior are actually true. It provides a rigorous approach to testing theories and hypotheses, which is essential because common sense is not always reliable or accurate.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Understand

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22. How do the four sets of factors in the organizational behavior framework interact to influence effectiveness?
    a. Individual, group, leadership, and organizational factors work together within an environmental context to determine outcomes.
    b. Each factor operates independently and contributes separately to organizational effectiveness without interaction.
    c. The factors follow a sequential process where individual factors must be addressed before group factors can be considered.
    d. Leadership factors override all other considerations and determine the effectiveness of individual and group factors.

ANSWER: a

RATIONALE: The framework shows that organizational effectiveness results from the complex interaction of multiple factors rather than any single element. These factors operate simultaneously within environmental constraints to influence performance, engagement, citizenship, and dysfunction.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-6

LEARNING OBJECTIVES: ORGA.PHIL.27.1.6 - Summarize the framework around which this book is organized

KEYWORDS: Understand

23. How does organizational behavior impact organizational success?
    a. It creates conditions that make organizations effective by properly applying knowledge about individuals, groups, and structures.
    b. It focuses primarily on employee satisfaction, which automatically leads to higher productivity and profitability.
    c. It replaces the need for strategic planning and financial management by emphasizing human relationships.
    d. It guarantees organizational success by eliminating all sources of conflict and dysfunction in the workplace.

ANSWER: a

RATIONALE: Organizational behavior contributes to success by helping managers understand and influence employee behavior, build effective teams, create positive cultures, and design structures that support performance. This comprehensive approach enhances overall organizational effectiveness.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

KEYWORDS: Understand

24. How do interpersonal skills relate to organizational behavior?
    a. They enable managers to communicate with, understand, and motivate individuals and groups effectively.
    b. They are less important than technical skills for most management positions in modern organizations.
    c. They can be developed through training programs without understanding organizational behavior principles.
    d. They are only necessary for managers who work directly with customers or external stakeholders.

ANSWER: a

RATIONALE: Interpersonal skills are fundamental to organizational behavior because managers spend significant time interacting with others. These skills directly apply OB

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concepts to build relationships, resolve conflicts, and influence behavior throughout the organization.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-2b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior

KEYWORDS: Understand

25. How does a differentiation strategy relate to organizational behavior?
    a. It requires employees who are creative, open-minded, and willing to work in teams to develop innovative products.
    b. It focuses primarily on cost control and efficiency, requiring employees to follow standardized procedures.
    c. It depends mainly on technology and automation rather than employee behavior and performance.
    d. It eliminates the need for employee training by emphasizing natural talent and individual initiative.

ANSWER: a

RATIONALE: Differentiation strategies depend on innovation and unique value creation, which requires specific employee characteristics and behaviors. Organizations must hire, develop, and motivate people who can think creatively and collaborate effectively to maintain competitive differentiation.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Understand

26. How does the systems perspective help managers understand organizations?
    a. It shows how different organizational elements interact with each other and the external environment.
    b. It provides a step-by-step process for solving all organizational problems and challenges.
    c. It focuses exclusively on internal operations while minimizing the importance of external factors.
    d. It eliminates the need to consider individual employee behavior by focusing on organizational structure.

ANSWER: a

RATIONALE: The systems perspective helps managers understand the interconnected nature of organizational components and their relationship with the environment. This holistic view emphasizes how inputs are transformed into outputs through complex interactions.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Understand

27. How does employee engagement differ from job satisfaction?
    a. Engagement involves understanding one's role and feeling personally fulfilled, while satisfaction focuses on contentment with work conditions.
    b. Engagement is measured through productivity metrics, while satisfaction is assessed through employee

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surveys and feedback.

c. Engagement applies only to management positions, while satisfaction is relevant for all organizational levels.

d. Engagement is a temporary state that changes daily, while satisfaction is a stable, long-term attitude.

ANSWER: a

RATIONALE: Employee engagement encompasses a deeper connection to work that includes role clarity, impact awareness, and personal fulfillment. While satisfaction relates to contentment with job conditions, engagement reflects a more comprehensive emotional and cognitive investment in work.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Understand

28. What was the significance of the human relations movement in organizational behavior?

a. It recognized that workers' social needs and feelings are important parts of organizational dynamics and performance.

b. It established the first formal training programs for managers in large industrial organizations.

c. It developed the statistical methods still used today for measuring employee productivity and efficiency.

d. It created the legal framework for employee rights and workplace safety regulations.

ANSWER: a

RATIONALE: The human relations movement shifted focus from viewing workers as interchangeable parts to recognizing them as social beings with psychological needs. This perspective emphasized the importance of employee attitudes, relationships, and feelings in organizational effectiveness.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Understand

29. Why might common sense be unreliable for understanding organizational behavior?

a. People often disagree about the same phenomenon, and common sense is not always correct.

b. Common sense applies only to small organizations and becomes irrelevant in large corporations.

c. Common sense is based on outdated theories that have been replaced by modern research methods.

d. Common sense focuses too heavily on individual behavior while ignoring group and organizational factors.

ANSWER: a

RATIONALE: Common sense varies among individuals and can lead to contradictory conclusions about the same situation. Additionally, what seems obvious after research is conducted may not have been predictable beforehand, highlighting the need for systematic investigation.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

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KEYWORDS: Understand

30. How do diagnostic skills contribute to managerial effectiveness?
    a. They help managers understand cause-and-effect relationships and identify optimal solutions to complex problems.
    b. They enable managers to perform technical tasks more efficiently than their subordinates.
    c. They allow managers to avoid making difficult decisions by delegating responsibility to others.
    d. They provide managers with the ability to predict future market trends and economic conditions.

ANSWER: a
RATIONALE: Diagnostic skills enable managers to analyze situations systematically, understand underlying causes of problems, and develop effective solutions. This analytical capability is crucial for making sound decisions in complex organizational environments.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-2b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior
KEYWORDS: Understand

31. How does a specialization strategy influence human resource requirements?
    a. It requires employees with detailed customer knowledge and operational flexibility to meet specific niche needs.
    b. It focuses on hiring the lowest-cost employees to maintain competitive pricing in specialized markets.
    c. It emphasizes technical expertise while minimizing the importance of customer service skills.
    d. It requires employees to be generalists who can adapt to various market segments and customer types.

ANSWER: a
RATIONALE: Specialization strategies focus on serving specific market segments effectively, which requires employees who understand customer needs deeply and can respond flexibly to customization requests. This approach builds customer loyalty through personalized service.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-3b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior
KEYWORDS: Understand

32. How do organizational citizenship behaviors differ from job performance?
    a. Citizenship behaviors are voluntary contributions beyond formal job requirements, while performance includes all work-related behaviors.
    b. Citizenship behaviors are measured through productivity metrics, while performance is assessed through behavioral observations.
    c. Citizenship behaviors apply only to management roles, while performance is relevant for all organizational positions.
    d. Citizenship behaviors focus on individual achievement, while performance emphasizes team and group outcomes.

ANSWER: a

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RATIONALE: Organizational citizenship involves discretionary behaviors that benefit the organization but are not formally required, such as helping colleagues or working extra hours. Performance encompasses all work-related behaviors, including both required tasks and voluntary contributions.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Understand

33. How does the situational perspective differ from the universal approach in organizational behavior?

a. The situational perspective recognizes that appropriate actions depend on specific circumstances, while universal approaches seek one-size-fits-all solutions.
b. The situational perspective focuses on individual behavior, while universal approaches emphasize organizational structure.
c. The situational perspective uses quantitative research methods, while universal approaches rely on qualitative observations.
d. The situational perspective applies only to large organizations, while universal approaches work better in small businesses.

ANSWER: a

RATIONALE: The situational perspective acknowledges that effective management practices vary depending on contextual factors, while universal approaches assume that certain practices will work in all situations. This recognition of contingency factors reflects the complexity of organizational environments.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Understand

34. A marketing manager notices that their team's productivity has declined after a recent reorganization. They want to understand why team members seem less motivated and engaged. Which aspect of organizational behavior should they focus on first?

a. The interface between individual team members and the new organizational structure
b. The financial performance metrics and budget allocations for the marketing department
c. The technical skills and competencies required for marketing tasks and responsibilities
d. The competitive analysis and market positioning strategies for the company's products

ANSWER: a

RATIONALE: Organizational behavior focuses on the interaction between individuals and organizational systems. Since the productivity decline followed a reorganization, examining how team members are adapting to new structures and processes would provide the most relevant insights.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

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KEYWORDS: Apply

35. A restaurant manager needs to address declining customer service quality. They decide to implement new training programs, establish performance standards, and create incentive systems. Which management functions are they primarily using?

a. Organizing, leading, and controlling
b. Planning, organizing, and leading
c. Planning, leading, and controlling
d. Planning, organizing, and controlling

ANSWER: a
RATIONALE: The manager is organizing by creating training programs and systems, leading by motivating employees through incentives, and controlling by establishing performance standards to monitor service quality. These three functions work together to address the service issue.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-2a
LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior
KEYWORDS: Apply

36. A technology startup wants to compete by developing innovative software solutions faster than established competitors. What type of employees should it prioritize hiring to support this strategy?

a. Creative individuals with entrepreneurial mindsets who can work effectively in teams and tolerate ambiguity
b. Experienced professionals who prefer stability and can follow established procedures efficiently
c. Cost-conscious employees who focus on minimizing expenses and maximizing operational efficiency
d. Customer service specialists who can build strong relationships and provide personalized support

ANSWER: a
RATIONALE: A differentiation strategy based on innovation requires employees who can think creatively, work collaboratively, and adapt to changing conditions. These characteristics support the development of unique products that provide competitive advantage.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-3b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior
KEYWORDS: Apply

37. A manufacturing company wants to test whether flexible work schedules improve employee productivity. It implements flexible schedules in one department while keeping traditional schedules in another, then measures productivity in both groups. What research approach is it using?

a. The scientific method with hypothesis testing using independent and dependent variables
b. A systems approach that examines inputs, transformation processes, and organizational outputs
c. An interactional perspective that focuses on person-situation interactions over time
d. A meta-analysis that combines results from multiple studies across different organizations

ANSWER: a

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RATIONALE: The company is testing a hypothesis about the relationship between work schedules (independent variable) and productivity (dependent variable) using a controlled comparison. This systematic approach follows the scientific method for organizational behavior research.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Apply

38. A retail store manager notices that some employees consistently help customers beyond their basic job requirements, while others do only what is minimally expected. How should the manager address this difference to improve overall store performance?

a. Recognize and reward citizenship behaviors while creating conditions that encourage all employees to contribute beyond minimum requirements.
b. Focus only on measurable productivity metrics and ignore voluntary behaviors that cannot be quantified.
c. Require all employees to perform the same additional tasks to ensure consistency across the store.
d. Separate high-performing employees from others to prevent negative influences on store culture.

ANSWER: a

RATIONALE: Organizational citizenship behaviors benefit the organization and should be encouraged through recognition and supportive conditions. Creating an environment that promotes voluntary contributions helps improve overall effectiveness while maintaining the discretionary nature of these behaviors.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Apply

39. A hospital administrator wants to improve patient satisfaction scores. They consider factors like nurse training programs, team communication protocols, leadership development for supervisors, and organizational culture initiatives. Which framework element are they primarily addressing?

a. The interaction of individual, group, leadership, and organizational factors that influence effectiveness
b. The environmental context that shapes all organizational behavior and performance outcomes
c. The specific indicators of effectiveness, including performance behaviors and employee engagement
d. The strategic context that links business objectives with organizational behavior concepts

ANSWER: a

RATIONALE: The administrator is considering multiple factors from the organizational behavior framework: individual development (training), group processes (communication), leadership capabilities, and organizational culture. These factors work together to influence patient satisfaction outcomes.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-6

LEARNING OBJECTIVES: ORGA.PHIL.27.1.6 - Summarize the framework around which this book is organized

KEYWORDS: Apply

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40. An engineering manager with strong technical skills struggles to motivate their team and resolve conflicts between team members. What should they focus on developing to improve their effectiveness?

a. Interpersonal skills and understanding of organizational behavior concepts related to motivation and conflict resolution
b. Additional technical certifications and advanced engineering knowledge to gain more credibility with the team
c. Financial management skills and budget analysis capabilities to better support team resource needs
d. Strategic planning abilities and market analysis skills to align team goals with business objectives

ANSWER: a

RATIONALE: While technical skills are important, managerial effectiveness often depends more on people skills. Understanding organizational behavior concepts about motivation, team dynamics, and conflict resolution would directly address the manager's current challenges.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

KEYWORDS: Apply

41. A project manager needs to coordinate work across multiple departments, each with different priorities and working styles. Which management skills would be most critical for success in this situation?

a. Interpersonal skills to communicate effectively and conceptual skills to see the big picture across departments.
b. Technical skills to understand each department's specific tasks and diagnostic skills to solve operational problems.
c. Diagnostic skills to identify problems and technical skills to provide detailed solutions for each department.
d. Conceptual skills to develop strategies and technical skills to implement specific departmental procedures.

ANSWER: a

RATIONALE: Cross-departmental coordination requires strong interpersonal skills to work with diverse groups and conceptual skills to understand how different departments fit together. These skills are essential for managing complex, multi-departmental projects effectively.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-2b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior

KEYWORDS: Apply

42. A discount retailer wants to maintain its cost leadership position while expanding into new markets. What organizational behavior considerations should guide its expansion strategy?

a. Hiring flexible employees focused on efficiency and cost control while maintaining consistent operational processes
b. Recruiting creative employees who can develop innovative products and services for new market segments
c. Selecting customer service specialists who can build strong relationships and provide personalized shopping experiences
d. Focusing on technical expertise and advanced skills to differentiate from competitors in new markets

ANSWER: a

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RATIONALE: A cost leadership strategy requires employees who can maintain operational excellence and efficiency. During expansion, the company needs people who can implement proven cost-control processes while adapting to new market conditions without compromising the low-cost advantage.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Apply

43. A consulting firm finds that its team-building approach works well with American employees but fails with its international staff from different cultural backgrounds. What perspective should guide its revised approach?

a. A situational perspective that recognizes effective approaches depend on cultural and contextual factors
b. A universal approach that identifies one best method for team building across all cultural groups
c. A systems approach that focuses on inputs and outputs rather than cultural differences
d. An interactional approach that examines only individual personality differences among employees

ANSWER: a

RATIONALE: The situational perspective acknowledges that management practices must be adapted to different contexts, including cultural differences. What works in one cultural setting may not be effective in another, requiring flexible approaches based on specific circumstances.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Apply

44. A manufacturing company wants to reduce workplace accidents and improve safety performance. It is considering whether to implement a new safety training program based on research from other industries. How should it approach this decision?

a. Test the training program systematically in its own organization before full implementation, since situational factors may affect results
b. Implement the program immediately since research from other industries guarantees it will work in manufacturing
c. Reject the program because research from other industries cannot apply to manufacturing environments
d. Modify the program based on intuition and common sense rather than systematic testing

ANSWER: a

RATIONALE: While research provides valuable insights, organizational and contextual differences mean that results may vary across settings. Systematic testing within its specific environment helps ensure the program will be effective before full implementation.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Apply

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45. A software development company notices that its most successful project managers are not necessarily the best programmers, but rather those who can coordinate teams, resolve conflicts, and communicate effectively with clients. This observation demonstrates which principle of organizational behavior?

a. People skills are often what differentiate excellent performers from average ones in management roles.
b. Technical skills are less important than interpersonal skills in all organizational positions.
c. Organizational behavior concepts apply only to management positions, not technical roles.
d. Individual performance is more important than team coordination in project management.

ANSWER: a
RATIONALE: This scenario illustrates how understanding and managing human behavior often distinguishes successful managers from those with only technical competence. Organizational behavior skills become increasingly important as individuals move into leadership roles.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-1b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success
KEYWORDS: Apply

46. A department store manager observes that sales associates are not meeting customer service standards. They decide to analyze the situation, set new performance goals, redesign training programs, and implement a monitoring system. Which sequence of management functions is the manager following?

a. Controlling, planning, organizing, and controlling again
b. Planning, organizing, leading, and controlling
c. Organizing, planning, controlling, and leading
d. Leading, planning, organizing, and controlling

ANSWER: a
RATIONALE: The manager first controls by monitoring current performance, then plans by setting new goals, organizes by redesigning training, and controls again by implementing monitoring systems. This demonstrates how management functions often cycle and overlap in practice.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-2a
LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior
KEYWORDS: Apply

47. A luxury hotel chain wants to differentiate itself through exceptional personalized service. What organizational behavior practices should it implement to support this strategy?

a. Hire employees with strong customer service skills and create a culture that empowers staff to exceed guest expectations
b. Focus on operational efficiency and standardized procedures to minimize costs and maximize profitability
c. Implement automated systems and self-service technologies to reduce labor costs and improve consistency
d. Concentrate on technical training and specialized certifications to demonstrate professional competence

ANSWER: a

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RATIONALE: A differentiation strategy based on personalized service requires employees who can build relationships with customers and an organizational culture that supports and rewards exceptional service behaviors. This alignment between strategy and human resource practices is crucial for success.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Apply

48. A healthcare organization wants to understand how patient satisfaction relates to nurse staffing levels, employee training, and organizational culture. It collects data on all these variables across multiple departments. What research approach would be most appropriate for analyzing these relationships?

a. The systems perspective to examine how different organizational inputs interact to produce patient satisfaction outcomes
b. The scientific management approach to identify the most efficient procedures for patient care delivery
c. The human relations perspective to focus exclusively on employee attitudes and social relationships
d. The universal approach to find the single best practice that works across all healthcare departments

ANSWER: a

RATIONALE: The systems perspective is ideal for understanding how multiple organizational elements (staffing, training, culture) interact to influence outcomes (patient satisfaction). This approach recognizes the interconnected nature of organizational components.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Apply

49. A call center manager notices that some employees frequently arrive late and take extended breaks, while others consistently go beyond their job requirements to help customers and colleagues. What should be the manager's priority to improve overall center performance?

a. Address dysfunctional behaviors while simultaneously recognizing and encouraging citizenship behaviors
b. Focus exclusively on eliminating negative behaviors since they have the most direct impact on performance
c. Concentrate only on promoting positive behaviors since recognition is more motivating than punishment
d. Treat all behaviors equally and implement standardized policies that apply to everyone uniformly

ANSWER: a

RATIONALE: Effective management requires both minimizing behaviors that harm performance (tardiness, extended breaks) and promoting behaviors that enhance it (helping customers and colleagues). A balanced approach addresses both aspects to optimize overall effectiveness.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5c and 1-5d

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Apply

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50. A technology company is struggling with low employee engagement, poor team collaboration, ineffective leadership, and a culture that discourages innovation. The CEO wants to address these issues systematically. Which approach aligns best with the organizational behavior framework?

a. Address individual engagement, improve group processes, develop leadership capabilities, and change organizational culture simultaneously
b. Focus on individual issues first, then move to group problems, followed by leadership development, and finally organizational culture
c. Concentrate primarily on leadership development, since effective leaders can solve all other organizational problems
d. Change the organizational culture first, since it influences all other factors in the organization

ANSWER: a

RATIONALE: The organizational behavior framework shows that individual, group, leadership, and organizational factors interact simultaneously to influence effectiveness. A comprehensive approach that addresses all factors together is more likely to succeed than sequential interventions.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-6

LEARNING OBJECTIVES: ORGA.PHIL.27.1.6 - Summarize the framework around which this book is organized

KEYWORDS: Apply

51. A recent business school graduate joins a consulting firm and notices that colleagues who advance quickly are not necessarily the smartest or most technically skilled, but those who can build client relationships, work effectively in teams, and influence others. What does this suggest about career success?

a. Understanding organizational behavior and developing people skills are critical for career advancement in most organizations.
b. Technical competence is becoming less important as organizations focus more on interpersonal relationships.
c. Career advancement depends primarily on networking and politics rather than actual job performance.
d. Consulting firms value different skills than other types of organizations, making this observation unique to that industry.

ANSWER: a

RATIONALE: This scenario illustrates how organizational behavior skills often distinguish successful professionals. While technical competence remains important, the ability to work effectively with others frequently determines who advances in their careers.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

KEYWORDS: Apply

52. A nonprofit organization's executive director needs to develop a strategic plan, restructure departments, motivate volunteers, and track progress toward goals. A board member suggests hiring separate specialists for each area. What would be the most effective approach?

a. The executive director should develop skills in all four management functions since they are interconnected and require integration.

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b. Hire specialists for each function to ensure expertise in planning, organizing, leading, and controlling.

c. Focus only on leading and controlling since these functions are most important for nonprofit organizations.

d. Delegate all management functions to department heads while the executive director focuses on external relationships.

ANSWER: a

RATIONALE: Management functions are interconnected and often occur simultaneously. Effective leaders need competence in all four areas to integrate planning, organizing, leading, and controlling activities rather than treating them as separate, specialized tasks.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-2a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior

KEYWORDS: Apply

53. A regional bank wants to compete against larger national banks by providing personalized service to local businesses and individual customers. What organizational behavior challenges should it anticipate?

a. Hiring and training employees who can build customer relationships and adapt services to individual client needs

b. Automating services and reducing labor costs to compete with larger banks' efficiency

c. Standardizing all procedures and eliminating variations in service delivery across branches

d. Developing the most advanced technology systems to differentiate from competitors

ANSWER: a

RATIONALE: A specialization strategy based on personalized service requires employees with strong interpersonal skills and the ability to customize solutions. This customer intimacy approach depends heavily on human capabilities rather than standardization or automation.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Apply

54. A multinational corporation finds that its performance management system works well in individualistic cultures but creates problems in collectivistic cultures where employees prefer group recognition. How should it modify its approach?

a. Adapt the performance management system to fit different cultural contexts while maintaining core organizational objectives

b. Implement the same system globally, since consistency is more important than cultural adaptation

c. Eliminate performance management entirely in collectivistic cultures to avoid cultural conflicts

d. Use only group-based recognition systems across all cultures to accommodate the most restrictive cultural requirements

ANSWER: a

RATIONALE: The situational perspective suggests that effective practices must be adapted to different contexts, including cultural differences. Organizations can maintain their core objectives while modifying implementation approaches to fit local cultural expectations and values.

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DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Apply

55. A retail chain's executives believe that employee satisfaction automatically leads to better customer service and higher sales. Before implementing expensive satisfaction programs, what should they do?

a. Test this assumption systematically by measuring the actual relationship between satisfaction and performance in their stores.
b. Implement the programs immediately since the relationship between satisfaction and performance is well-established.
c. Survey employees to ask whether they believe satisfaction would improve their performance.
d. Copy satisfaction programs from successful competitors without testing their effectiveness.

ANSWER: a

RATIONALE: The relationship between satisfaction and performance is more complex than commonly assumed. Organizations should test their assumptions systematically rather than relying on intuition or general beliefs about organizational behavior relationships.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Apply

56. An accounting firm's managing partner notices that their most profitable client relationships are managed by partners who excel at understanding client needs, building trust, and coordinating internal teams, rather than those with the strongest technical accounting skills. What does this suggest about professional success?

a. Organizational behavior skills become increasingly important as professionals advance to client-facing and leadership roles.
b. Technical accounting skills are becoming obsolete in modern professional service firms.
c. Client relationships are more important than technical competence in all professional roles.
d. The firm should hire only people with strong interpersonal skills, regardless of technical qualifications.

ANSWER: a

RATIONALE: While technical skills remain important, organizational behavior competencies often distinguish highly successful professionals. As individuals advance to roles involving client management and team leadership, people skills become increasingly critical for success.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

KEYWORDS: Apply

57. A startup company's founder has strong technical skills and innovative ideas but struggles with delegating tasks, communicating vision to employees, and making strategic decisions about company direction. Which management skills

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should the founder prioritize developing?

a. Conceptual skills to see the big picture and interpersonal skills to communicate and delegate effectively
b. Additional technical skills to maintain their expertise advantage over competitors
c. Diagnostic skills to solve operational problems and technical skills to improve products
d. Financial management skills to better understand business metrics and performance indicators

ANSWER: a

RATIONALE: The founder needs conceptual skills to think strategically about company direction and interpersonal skills to communicate effectively and delegate appropriately. These skills are essential for transitioning from technical contributor to organizational leader.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-2b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior

KEYWORDS: Apply

58. A pharmaceutical company decides to shift from developing generic drugs (cost leadership) to creating innovative specialty medications (differentiation). What organizational behavior changes should it expect to make?

a. Hire more creative researchers, encourage risk taking, and develop collaborative cultures that support innovation
b. Maintain current efficiency-focused practices while adding new product development capabilities
c. Reduce employee training costs and implement more standardized procedures to control expenses
d. Focus on operational excellence and cost control while developing innovative products

ANSWER: a

RATIONALE: Shifting from cost leadership to differentiation requires fundamental changes in human resource practices and organizational culture. The company needs people and systems that support innovation rather than efficiency and cost control.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Apply

59. A manufacturing company implements a new team-based work system. Some teams perform exceptionally well while others struggle, even though all teams received the same training and resources. What perspective would best help explain these different outcomes?

a. Interactionalism, which examines how individual team member characteristics interact with the team situation
b. Scientific management, which focuses on finding the one best way to organize teamwork
c. Human relations, which emphasizes the importance of employee satisfaction in team settings
d. Systems theory, which examines inputs and outputs without considering individual differences

ANSWER: a

RATIONALE: Interactionalism helps explain why identical situations produce different outcomes by examining how individual characteristics interact with situational factors. Team success depends on how specific people work together in particular contexts.

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REFERENCES: Chapter 1, Section 1-4d

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Apply

60. A hospital administrator reads research showing that nurse-to-patient ratios significantly affect patient outcomes. Before changing staffing policies, the administrator wants to verify this relationship in their hospital. What approach should they take?

a. Collect data on nurse staffing levels and patient outcomes in their hospital to test whether the research findings apply to their specific context
b. Implement staffing changes immediately since published research provides sufficient evidence for decision making
c. Ignore the research since it was conducted in different hospitals with different patient populations
d. Survey nurses to ask their opinions about whether staffing levels affect patient care quality

ANSWER: a

RATIONALE: While research provides valuable insights, organizational and contextual factors may influence whether findings apply to specific settings. Testing relationships within the particular organization helps ensure that decisions are based on relevant evidence.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Apply

61. A consulting firm wants to improve client satisfaction by addressing employee skills development, team coordination, leadership effectiveness, and organizational culture. The CEO asks which area to focus on first. What would be the best recommendation based on the organizational behavior framework?

a. Address all four areas simultaneously since they interact with each other to influence client satisfaction
b. Start with individual skills development since it provides the foundation for all other improvements
c. Focus on leadership first since effective leaders can drive improvements in all other areas
d. Begin with organizational culture since it influences how individuals, teams, and leaders behave

ANSWER: a

RATIONALE: The organizational behavior framework emphasizes that individual, group, leadership, and organizational factors work together to influence effectiveness. A comprehensive approach that addresses their interactions is more likely to succeed than focusing on one area in isolation.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-6

LEARNING OBJECTIVES: ORGA.PHIL.27.1.6 - Summarize the framework around which this book is organized

KEYWORDS: Apply

62. A marketing professional wants to advance to a management role but has been told they need to develop better people skills. Their supervisor suggests they focus on understanding organizational behavior concepts. Which areas would be most beneficial for their career development?

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a. Motivation, team dynamics, conflict resolution, and leadership approaches
b. Financial analysis, strategic planning, market research, and competitive analysis
c. Technology systems, data analytics, project management, and quality control
d. Legal compliance, risk management, operational procedures, and performance metrics

ANSWER: a
RATIONALE: These organizational behavior areas directly address people skills that are essential for management success. Understanding how to motivate others, work with teams, resolve conflicts, and lead effectively are core competencies for managerial roles.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-1b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success
KEYWORDS: Apply

63. A restaurant chain's regional manager needs to open five new locations within six months. They must select sites, hire and train staff, establish operating procedures, and ensure quality standards are met. Which management functions will be most critical during this expansion?

a. Planning to coordinate the expansion timeline, and organizing to establish structures and procedures
b. Leading to motivate existing staff, and controlling to monitor current restaurant performance
c. Controlling to ensure quality standards, and leading to develop new management teams
d. Organizing to create new positions, and controlling to track financial performance

ANSWER: a
RATIONALE: Opening new locations requires extensive planning to coordinate complex activities and organizing to establish the structures, procedures, and systems needed for successful operations. These functions are foundational for expansion projects.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-2a
LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior
KEYWORDS: Apply

64. An online retailer wants to grow rapidly by acquiring smaller e-commerce companies. It is concerned about integrating different organizational cultures and retaining key employees from acquired companies. What organizational behavior considerations should guide its acquisition strategy?

a. Assess cultural compatibility and develop integration plans that address values, communication styles, and employee concerns
b. Focus primarily on financial and technical integration while allowing cultures to merge naturally over time
c. Immediately implement the acquiring company's culture and procedures across all acquired organizations
d. Maintain completely separate cultures and operations to avoid disrupting successfully acquired companies

ANSWER: a
RATIONALE: Growth through acquisitions often fails due to cultural mismatches and employee departures. Successful integration requires careful attention to organizational behavior factors, including culture, values, communication, and employee retention strategies.

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DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-3b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior
KEYWORDS: Apply

65. Organizational behavior focuses only on individual human behavior within organizations and does not consider the organization itself or the interface between individuals and organizations.

a. True
b. False

ANSWER: False
RATIONALE: Organizational behavior encompasses three key areas: human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. All three components are necessary for a comprehensive understanding of organizational behavior.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-1a
LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success
KEYWORDS: Remember

66. The four basic management functions of planning, organizing, leading, and controlling typically occur in a strict sequential order in most organizations.

a. True
b. False

ANSWER: False
RATIONALE: While management functions are often described sequentially, in reality, most managerial work involves all four functions simultaneously. Managers typically engage in planning, organizing, leading, and controlling activities concurrently rather than in a strict sequence.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-2a
LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior
KEYWORDS: Remember

67. A cost leadership strategy requires organizations to hire employees who are flexible, focused on efficiency, and concerned about minimizing production costs.

a. True
b. False

ANSWER: False
RATIONALE: Organizations pursuing cost leadership strategies need employees who can focus on operational excellence and efficiency. These employees should be flexible, able to work toward shorter-term production objectives, avoid waste, and be concerned about minimizing costs to support the low-cost competitive advantage.

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DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Understand

68. The scientific method in organizational behavior research relies on systematic studies that identify and replicate results, but it cannot guarantee that findings will apply to all organizations.

a. True

b. False

ANSWER: False

RATIONALE: While the scientific method provides systematic approaches to understanding organizational phenomena, situational factors in every organization may impact the strength of relationships between variables. Organizations should test hypotheses and validate theories in their own context before making decisions based on general research findings.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Understand

69. High levels of job satisfaction automatically lead to higher levels of employee performance in most organizational settings.

a. True

b. False

ANSWER: False

RATIONALE: Contrary to common belief, high levels of job satisfaction do not necessarily lead to higher levels of performance. The relationship between satisfaction and performance is more complex than many managers assume, highlighting the importance of systematic research rather than relying on intuitive assumptions.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Understand

70. The situational perspective in organizational behavior suggests that the most effective management approaches depend on specific circumstances and contextual factors rather than universal principles.

a. True

b. False

ANSWER: False

RATIONALE: The situational perspective recognizes that the complexity of human behavior and organizational settings makes universal solutions virtually impossible. Most organizational situations and outcomes are contingent, meaning the relationship between variables depends on other situational factors and circumstances.

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DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-4c
LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior
KEYWORDS: Apply

71. Organizations pursuing a differentiation strategy should hire employees who prefer stability and predictability rather than those who are creative and willing to take risks.

a. True
b. False

ANSWER: False
RATIONALE: Differentiation strategies based on product innovation require employees who are creative, open-minded, have entrepreneurial mindsets, and can tolerate ambiguity. Employees who need stability and predictability would not fit well with the innovation requirements of differentiation strategies.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-3b
LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior
KEYWORDS: Apply

72. According to the organizational behavior framework, individual factors must be addressed before group factors, which must be resolved before leadership factors can be effectively implemented.

a. True
b. False

ANSWER: False
RATIONALE: The organizational behavior framework shows that individual, group, leadership, and organizational factors operate simultaneously and interact with each other to influence effectiveness. These factors do not follow a sequential hierarchy but work together within the environmental context.
DIFFICULTY: Medium
REFERENCES: Chapter 1, Section 1-6
LEARNING OBJECTIVES: ORGA.PHIL.27.1.6 - Summarize the framework around which this book is organized
KEYWORDS: Apply

73. Define organizational behavior and explain its three main components.

ANSWER: Organizational behavior is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. The three components are: (1) human behavior in organizational settings, which focuses on how individuals act within organizations; (2) the interface between human behavior and the organization, which examines how individuals and organizations interact and influence each other; and (3) the organization itself, which considers organizational structures, processes, and characteristics that exist independently of specific individuals.
RATIONALE: This definition encompasses the comprehensive nature of organizational behavior as a field that must consider individuals, their interactions with organizational

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systems, and organizational characteristics to fully understand workplace phenomena.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-1a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.1 - Describe organizational behavior, including the impact it has on both personal and organizational success

KEYWORDS: Remember

74. List and briefly describe the four basic management functions.

ANSWER: The four basic management functions are: (1) Planning - the process of determining the organization's desired future position and deciding how best to get there; (2) Organizing - the process of designing jobs, grouping jobs into manageable units, and establishing patterns of authority among jobs and groups; (3) Leading - the process of motivating members of the organization to work together toward the organization's goals; and (4) Controlling - the process of monitoring and correcting the actions of the organization and its people to keep them headed toward their goals.

RATIONALE: These four functions represent the fundamental activities that managers perform, and each function involves organizational behavior concepts and processes that influence how effectively managers can accomplish their objectives.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-2a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.2 - Identify the basic management functions and essential skills that make up the management process and relate them to organizational behavior

KEYWORDS: Remember

75. Explain how organizational behavior supports the implementation of business strategy.

ANSWER: Organizational behavior supports business strategy implementation because people are responsible for executing most strategic initiatives. Different strategies require different employee behaviors and characteristics. For example, cost leadership strategies need employees focused on efficiency and cost control, while differentiation strategies require creative, innovative employees. Strategy implementation also involves large-scale organizational changes in culture and employee behaviors. Managers must coach, motivate, and influence employees to support new strategic directions, making organizational behavior concepts essential for successful strategy execution.

RATIONALE: The connection between strategy and organizational behavior is fundamental because human behavior ultimately determines whether strategic initiatives succeed or fail in organizations.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-3c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.3 - Discuss the strategic context of organizational behavior, including the relationships between strategy and organizational behavior

KEYWORDS: Understand

76. Describe the systems perspective and explain how it helps managers understand organizations.

ANSWER: The systems perspective views organizations as interrelated sets of elements that function as a whole. Organizations receive inputs (material, human, financial, and informational) from their environment, transform these inputs through various processes, and return outputs (products, services, employee behaviors, profits) to the environment. The

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environment then provides feedback about these outputs. This perspective helps managers understand the importance of the organizational environment, the flow and interaction of various organizational elements, and how different components work together to achieve organizational goals.

RATIONALE: The systems perspective provides a holistic view that emphasizes interconnections and environmental relationships, helping managers avoid focusing too narrowly on individual components while missing important interactions.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4b

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Understand

77. Explain why the scientific method is important for organizational behavior research and how it differs from relying on common sense or intuition.

ANSWER: The scientific method is important because it provides systematic testing to distinguish reliable knowledge from assumptions. Unlike common sense or intuition, which can vary among individuals and may be incorrect, the scientific method uses theory development, hypothesis formation, and systematic data collection to test relationships. Common sense is not always reliable because people often disagree about the same phenomenon, and what seems obvious after research may not have been predictable beforehand. The scientific method helps verify whether commonly held beliefs about organizational behavior are actually true through rigorous testing and replication.

RATIONALE: Scientific research provides a more reliable foundation for organizational decisions than intuition alone, helping managers understand when and why certain relationships exist in organizational settings.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5f

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

KEYWORDS: Understand

78. Define organizational citizenship behaviors and explain how they differ from regular job performance.

ANSWER: Organizational citizenship behaviors are voluntary actions that make a positive overall contribution to the organization beyond formal job requirements. These behaviors include helping colleagues, working overtime when asked, and supporting organizational goals. They differ from regular job performance because citizenship behaviors are discretionary and not formally required, while job performance includes all work-related behaviors that are part of one's formal job duties. An employee can meet performance standards while showing little citizenship, or they can demonstrate strong citizenship behaviors in addition to good performance.

RATIONALE: Understanding this distinction helps managers recognize and encourage voluntary contributions that benefit the organization while maintaining appropriate expectations for required versus discretionary behaviors.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-5c

LEARNING OBJECTIVES: ORGA.PHIL.27.1.5 - Discuss the role of organizational behavior in managing for effectiveness, including the role of research in organizational behavior

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KEYWORDS: Remember

79. Describe the Hawthorne effect and explain its significance for organizational behavior research.

ANSWER: The Hawthorne effect occurs when people improve some aspect of their behavior or performance simply because they know they are being observed or assessed. It was discovered during studies at Western Electric's Hawthorne plant, where researchers found that productivity increased regardless of whether lighting was made brighter or dimmer. Workers appeared to try harder because they knew they were being evaluated. This effect is significant for organizational behavior research because it demonstrates that the act of studying people can influence their behavior, and it highlights the importance of human factors and psychology in organizational performance.

RATIONALE: The Hawthorne effect was pivotal in shifting attention from purely mechanical approaches to recognizing the human dimensions of work and the complexity of studying human behavior in organizations.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-4a

LEARNING OBJECTIVES: ORGA.PHIL.27.1.4 - Identify and describe contextual perspectives on organizational behavior

KEYWORDS: Remember

80. Describe the organizational behavior framework and explain how its components interact to influence organizational effectiveness.

ANSWER: The organizational behavior framework shows that organizations operate within an environmental context and are influenced by four sets of factors: individual factors (characteristics, values, perceptions, motivation), group and team factors (dynamics, communication, decision making), leadership factors (traditional and modern approaches, power and influence), and organizational factors (structure, culture, change management). These factors interact simultaneously rather than sequentially to influence organizational effectiveness outcomes, including performance behaviors, employee engagement and commitment, citizenship behaviors, and minimizing dysfunctional behaviors. The framework emphasizes that all components work together within the environmental context to determine organizational success.

RATIONALE: This framework provides a comprehensive roadmap for understanding how multiple factors interact to influence organizational outcomes, emphasizing the interconnected nature of organizational behavior concepts.

DIFFICULTY: Medium

REFERENCES: Chapter 1, Section 1-6

LEARNING OBJECTIVES: ORGA.PHIL.27.1.6 - Summarize the framework around which this book is organized

KEYWORDS: Understand

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