MULTIPLE CHOICE

1. Netflix has recently been added to the S&P 500 (a distinction held by only the best organizations) and also had a 200 percent gain in stock price. Netflix’s success has been attributed to each of the following EXCEPT:
   a. CEO Reed Hasting’s obsession with failure
   b. solid business fundamentals
   c. a risk-taking visionary spirit
   d. Hasting’s early years in New England where he led the Outing Club at Bowdoin College

ANS: D  PTS: 1  DIF: Moderate  REF: p. 3
NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics
TOP: Thinking Ahead and Looking Back  MSC: K&C

2. The study of organizational behavior is concerned with:
   a. psychosocial, interpersonal, and organizational structure
   b. psychosocial, interpersonal, and work design
   c. interpersonal, group dynamics in organizations, and work design
   d. psychosocial, interpersonal, and group dynamics in organizations

ANS: D  PTS: 1  DIF: Easy  REF: pp. 4-5
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics | AACSB: Individual Dynamics
TOP: Human Behavior in Organizations  MSC: K&C

3. The study of individual behavior and group dynamics in organizational settings describes the content of study in:
   a. organization theory
   b. organization design
   c. organizational behavior
   d. organizational development

ANS: C  PTS: 1  DIF: Moderate  REF: p. 4
4. Which organizational variable(s) is(are) important to the study of group dynamics?
   a. organization structure
   b. role conflict and ambiguity
   c. job task
   d. hierarchy of authority

   ANS: A     PTS: 1     DIF: Moderate     REF: p. 5

5. The description of an organization as clockworks, in which human behavior is logical and rational, would come from which level within the organization?
   a. individual level
   b. group or department level
   c. organizational level
   d. internal level

   ANS: C     PTS: 1     DIF: Moderate     REF: p. 4

6. The description of an organization as more like a snake pit, with daily conflict, distress, and struggle, would come from which level within the organization?
   a. group level
   b. organizational level
   c. individual level
   d. department level

   ANS: C     PTS: 1     DIF: Moderate     REF: p. 4

7. The snake pit metaphor of organization behavior conveys the:
8. An internal perspective of human behavior tends to explain a person's actions in terms of:
   a. job demands
   b. personal value system
   c. task design
   d. organization communication channels

ANS: B    PTS: 1    DIF: Moderate    REF: p. 5
NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics
TOP: Understanding Human Behavior    MSC: K&C

9. All of the following are internal behavioral processes except:
   a. cognition
   b. perceiving
   c. judging
   d. leading

ANS: D    PTS: 1    DIF: Moderate    REF: p. 5
NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics
TOP: Understanding Human Behavior    MSC: Analysis

10. The internal or external perspectives offer:
   a. complementary explanations for human behavior
   b. similar explanations for human behavior
   c. conflicting explanations for human behavior
   d. alternative explanations for human behavior
11. When a manager states, "Mary is an outstanding employee because she has a high need for achievement," the manager is using which explanation for Mary's behavior?
   a. internal
   b. external
   c. interactive
   d. cultural

ANS: D  PTS: 1  DIF: Hard  REF: p. 5
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics
TOP: Understanding Human Behavior  MSC: S&E

12. When Mary's manager states, "Mary is an outstanding employee because she is paid extremely well," the manager is using which perspective for Mary's behavior?
   a. internal
   b. external
   c. interactive
   d. cultural

ANS: A  PTS: 1  DIF: Moderate  REF: p. 5
NAT: AACSB: Analytic | AACSB: Individual Dynamics
TOP: Understanding Human Behavior  MSC: Application

13. Kurt Lewin may have best captured alternative explanations for human behavior when he stated behavior is a function of:
   a. the individual personality and preferences for leadership style
   b. the consequences of compliant and deviant behavior within social groups
   c. culture and the systemic properties of the organization
   d. the person and the environment

ANS: B  PTS: 1  DIF: Moderate  REF: p. 5
NAT: AACSB: Analytic | AACSB: Individual Dynamics
TOP: Understanding Human Behavior  MSC: Application
14. The “Robin Hood Effect” discussed in the Science Feature of Chapter 1 revealed:
   a. the use of psychodynamics or the internal perspective for explaining why people might engage in the unethical behavior of cheating.
   b. the use of how external conditions explain why people might engage in the unethical behavior of cheating.
   c. how Lewin’s position, that unethical behavior is a function of the person and the environment, is most appropriate for explaining why people might engage in cheating.
   d. cheating was the result of whether the behavior could be “visible” or “more public” by others.

15. According to research identified in the Science Feature of Chapter 1 on “to cheat....or not”, under which of the following conditions would people be more willing to cheat in a Ponzi scheme?
   a. When people were told they could keep all the benefits to themselves.
   b. When benefits are split equally with another person.
   c. When people see the unethical behavior as more self serving.
   d. When the benefits of the unethical behavior are for people more personally distant to the cheater.

16. The science of human behavior and individual differences is:
   a. anthropology
   b. sociology
   c. engineering
d. psychology

ANS: D  PTS: 1  DIF: Easy  REF: p. 5
NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics
TOP: Interdisciplinary Influences  MSC: K&C

17. Culture and the study of learned behavior comprise the domain of:
   a. management
   b. anthropology
   c. sociology
   d. psychology

ANS: B  PTS: 1  DIF: Easy  REF: p. 7
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics
TOP: Interdisciplinary Influences  MSC: K&C

18. When Black & Decker placed a special emphasis on human productivity and efficiency through the application of organizational goal setting and differential piece rate systems, they were borrowing ideas from the discipline of:
   a. psychology
   b. anthropology
   c. sociology
   d. engineering

ANS: D  PTS: 1  DIF: Moderate  REF: p. 6
NAT: AACSB: Analytic | AACSB: Creation of Value  TOP: Interdisciplinary Influences
MSC: Application

19. Research focusing on the effects of efficient cultures on organizational performance and how pathological personalities may lead to dysfunctional cultures highlights which discipline’s contribution to organizational behavior?
   a. psychology
   b. sociology
   c. anthropology
   d. medicine
20. The first discipline to take the modern corporation as the unit of analysis and emphasize the design, implementation, and coordination of various administrative and organization systems was:
   a. psychology
   b. sociology
   c. management
   d. anthropology

21. The recent emphasis on sources and treatment of hypertension with respect to occupational health and well-being is an example of a contribution from which discipline?
   a. medicine
   b. psychology
   c. sociology
   d. management

22. The specific setting within which organizational behavior is enacted would be called the:
   a. situation
   b. external environment
   c. organizational context
   d. group
23. Which of the following is not an internal component of a work organization?
   a. structure
   b. task
   c. technology
   d. product market

ANS: D  PTS: 1  DIF: Easy  REF: p. 9
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
TOP: Organizations as Open Systems  MSC: K&C

24. The task of an organization is reflected in its:
   a. human resources
   b. mission or purpose
   c. input materials
   d. structure

ANS: B  PTS: 1  DIF: Moderate  REF: pp. 9-10
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
TOP: Organizations as Open Systems  MSC: K&C

25. In an open system the transformation or conversion of inputs to outputs is accomplished with:
   a. technology
   b. task
   c. borrowed financial resources
   d. robots

ANS: A  PTS: 1  DIF: Moderate  REF: p. 10
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
TOP: Organizations as Open Systems  MSC: K&C
26. The core technology of a university is its:
   a. student brain power
   b. library, laboratories, classrooms, and computer equipment
   c. registration and billing systems
   d. athletic programs

   ANS: B      PTS: 1      DIF: Moderate      REF: p. 10
   NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
   TOP: Organizations as Open Systems      MSC: Application

27. A federal regulatory agency can be considered part of an organization's:
   a. formal structure
   b. labor market
   c. external task environment
   d. transformation technology

   ANS: C      PTS: 1      DIF: Moderate      REF: p. 10
   NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
   TOP: Organizations as Open Systems      MSC: Application

28. The use of a wide range of tools, knowledge, and/or techniques used to transform inputs into outputs is called:
   a. task environment
   b. structure
   c. the mission
   d. the technology

   ANS: D      PTS: 1      DIF: Moderate      REF: p. 10
   NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
   TOP: Organizations as Open Systems      MSC: K&C

29. An organization's suppliers, customers, and federal regulators are called the:
   a. task environment
   b. market
   c. political economy
d. general environment

ANS: A  PTS: 1  DIF: Moderate  REF: p. 10
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
TOP: Organizations as Open Systems  MSC: K&C

30. The use of Twitter as a marketing and communication device for companies is an example of:
   a. social networking
   b. networking elements of an organization’s task environment
   c. the informal elements of an organization
   d. an organization’s technology

ANS: B  PTS: 1  DIF: Moderate  REF: p. 10
NAT: AACSB: Analytic | AACSB: Information Technologies
TOP: Organization as Open Systems  MSC: Application

31. The human, informational, material, and financial resources of an organization system would be considered:
   a. inputs
   b. throughputs
   c. the transformation
   d. outputs

ANS: A  PTS: 1  DIF: Moderate  REF: p. 10
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
TOP: Organizations as Open Systems  MSC: K&C

32. The beliefs and assumptions about people, work, and the organization best reflects the:
   a. formal organization
   b. overt part of an organization
   c. informal organization
   d. social surface
33. All of the following are aspects of the formal organization except:
   a. job descriptions
   b. the friendship/relationship between two employees
   c. the hierarchical superior-subordinate authority relationship
   d. the workflow sequence between two departments

ANS: **B**  PTS:  1  DIF:  Easy  REF:  p. 11

NAT:  AACSB: Reflective Thinking  |  AACSB: Group Dynamics
TOP:  The Formal and Informal Organization  MSC:  S&E

34. The Hawthorne studies uncovered the importance of:
   a. the workflow and scheduling of work for production efficiency
   b. delegating authority downward and throughout the organization
   c. the informal organization and its impact on productivity
   d. viewing an organization as clockworks

ANS: **C**  PTS:  1  DIF:  Moderate  REF:  p. 11

NAT:  AACSB: Reflective Thinking  |  AACSB: Group Dynamics
TOP:  The Formal and Informal Organization  MSC:  K&C

35. Chapter 1 focuses on identifying 6 organizations highlighted throughout the text in order to point out the importance of the “internal” and “external” environment on individual behavior. Which of the following highlighted organizations emphasizes hiring “nice” people with the intrinsic qualities it is looking for, believes that skills can be trained, promotes from within, and has almost all managers start at the bottom?
   a. Groupon
   b. Ford
   c. QuikTrip
   d. Dyson

ANS: **C**  PTS:  1  DIF:  Moderate  REF:  p. 15
36. Which of the focus organizations is located in a relatively isolated area in order to foster an environment suitable for “idea creation”, which is considered the company’s “lifeblood”?
   a. Groupon
   b. Netflix
   c. Dyson
   d. Oracle

   ANS: C      PTS: 1      DIF: Moderate      REF: pp. 14-15

37. The largest sector of the 14.7 trillion dollar U.S. economy is the:
   a. manufacturing nondurable goods
   b. manufacturing durable goods
   c. service sector
   d. government purchases (local, state, federal)

   ANS: C      PTS: 1      DIF: Moderate      REF: p. 12

38. A leading force currently driving change at work is:
   a. global competition
   b. politics
   c. quality
   d. process management

   ANS: A      PTS: 1      DIF: Easy       REF: p. 15

39. The three main driving forces creating and shaping changes at work include:
a. globalization, demography, diversity
b. globalization, technology, ethics
c. globalization, technology, employee attitudes
d. globalization, diversity, ethics

ANS: D    PTS: 1    DIF: Moderate   REF: p. 15
NAT: AACSB: Technology | AACSB: Diversity | AACSB: Reflective Thinking |
AACSB: Environmental Influence   TOP: Three Challenges for Managers Related to Change
MSC: K&C

40. Which of the following companies is “doing business anytime, anywhere” and is “learning to meet the customer where the customer is” by launching a 90-foot barge to journey up the Amazon River in Brazil in order to expose customers to its products?
   a. PepsiCo
   b. Nestle
   c. Unilever
   d. Kraft

ANS: B    PTS: 1    DIF: Moderate   REF: p. 16
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence | AACSB: Strategy
TOP: Real World 1.1 | Global Competition in Business    MSC: K&C

41. Success in international competition requires organizations to be responsive to:
   a. changes in demography
   b. changes in the marketplace, ethnic, religious and gender diversity
   c. changes in information technology
   d. changes in wage structure

ANS: B    PTS: 1    DIF: Hard   REF: p. 15
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
TOP: Three Challenges for Managers Related to Change    MSC: K&C

42. A significant aspect of total quality management is:
43. Which of the following approaches to quality improvement would emphasize statistical modeling techniques?
   a. Six Sigma
   b. TQM
   c. Taguchi’s method
   d. the Shanin system

   ANS: A   PTS: 1   DIF: Moderate   REF: p. 17
   NAT: AACSB: Reflective Thinking | AACSB: Operations Management
   TOP: Customer Focused for High Quality   MSC: K&C

44. Each of the following characterizes the Six Sigma philosophy for company-wide quality improvement except:
   a. customer-driven focus
   b. decision making based on quantitative data
   c. a high-performance system to execute business strategy
   d. an emphasis on improving quality within the production process

   ANS: D   PTS: 1   DIF: Hard   REF: p. 17
   NAT: AACSB: Reflective Thinking | AACSB: Operations Management
   TOP: Customer Focused for High Quality   MSC: Application

45. Which of the following statements is most correct with respect to total quality management?
   a. Quality control is the responsibility of specialists who randomly perform quality checks on items as they leave the assembly line.
   b. Quality is a customer-oriented philosophy with important implications
for virtually all aspects of organizational behavior.
c. Quality is an employee-oriented philosophy required by quality engineers.
d. Quality is machine driven with quality improvements resulting from use of robotic equipment.

ANS: B  PTS: 1  DIF: Moderate  REF: p. 17
NAT: AACSB: Reflective Thinking | AACSB: Operations Management
TOP: Customer Focused for High Quality  MSC: K&C

46. Toyota lost its way in the late 2000s because it:
   a. underestimated USA competition
   b. tried to increase prices higher than the market would tolerate
   c. emphasized production in the US
   d. cut costs aggressively in order to increase profitability

ANS: D  PTS: 1  DIF: Moderate  REF: p. 19
NAT: AACSB: Reflective Thinking | AACSB: Ethical Responsibilities
TOP: Real World 1.2 | Behavior and Quality at Work  MSC: K&C

47. Globalization, workforce diversity, and __________ are three interrelated themes of importance for managing organizational behavior in the 21st century.
   a. customer satisfaction
   b. employee compensation
   c. moral and ethical behavior
   d. job analysis

ANS: C  PTS: 1  DIF: Moderate  REF: pp. 18-19
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
TOP: Managing Organizational Behavior in Changing Times  MSC: Analysis

48. Learning about organizational behavior can best be described as a(n):
   a. mastery of basic objective knowledge
   b. development of specific skills and abilities
   c. application of knowledge and skills
   d. multidimensional activity
49. A questioning, probing attitude is at the core of:
   a. job performance  
   b. organizational reality  
   c. critical thinking  
   d. subjective knowledge

ANS: C    PTS: 1    DIF: Hard    REF: p. 22
NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics
TOP: Objective Knowledge    MSC: S&E

50. Objective knowledge, in any field of study, is developed through:
   a. experience  
   b. past practices and training  
   c. a review of the relevant literature  
   d. basic and applied research

ANS: D    PTS: 1    DIF: Moderate    REF: p. 22
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics
TOP: Objective Knowledge    MSC: K&C

51. Acquisition of objective knowledge and skill development can occur interactively through:
   a. rote memorization  
   b. experiential learning  
   c. reading  
   d. imitating the successful behavior of others

ANS: B    PTS: 1    DIF: Moderate    REF: pp. 22-23
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics
TOP: Skill Development    MSC: K&C
52. As an effective learner of organizational behavior knowledge and skills, the student:
   a. must rely primarily on the group process
   b. should not experiment with new ideas and information
   c. must passively accept the direction of others with more knowledge
   d. must accept responsibility for his or her own behavior, actions, and learning

   ANS: D    PTS: 1    DIF: Hard    REF: p. 23
   NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics
   TOP: Skill Development    MSC: Application

53. Which of the following set of functional skills have been identified by the U.S. Department of Labor as necessary for success in today's workplace?
   a. resource management, information management, and personal interaction skills
   b. personal interaction, critical thinking, and conflict management
   c. system behavior and performance, resource management, and critical thinking skills
   d. critical thinking, conflict management, and information management skills

   ANS: A    PTS: 1    DIF: Hard    REF: p. 22
   NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
   TOP: Skill Development    MSC: K&C

54. Developing skills is different from acquiring objective knowledge because it requires:
   a. empirical testing
   b. induction
   c. deduction
   d. structured practice and feedback

   ANS: D    PTS: 1    DIF: Moderate    REF: p. 22
   NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics
TRUE/FALSE

1. Role set, norms, and intragroup and intergroup behavioral dynamics are key aspects of the study and field of psychology.

   ANS: F       PTS: 1       REF: pp. 5-6
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

2. The study of individual differences is the main focus of anthropology.

   ANS: F       PTS: 1       REF: p. 7
   NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

3. Management involves the coordination of activities and human resources for the accomplishment of organization goals.

   ANS: T       PTS: 1       REF: p. 7
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

4. It is often how we behave in the midst of change that determines whether change will fail or result in success.

   ANS: T       PTS: 1       REF: p. 8
   NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

5. Early research with individuals, groups, and organizations in the midst of environmental change found that change is often experienced as a threat which leads to a reliance on well-learned and dominant forms of behavior.

   ANS: T       PTS: 1       REF: p. 7
   NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

6. In the midst of change, people often become rigid and reactive rather than open and responsive.

   ANS: T       PTS: 1       REF: p. 7
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics
7. A complete understanding of organizational behavior requires only an understanding of the organizational context within which human behavior is acted out.

ANS: F  PTS: 1  REF: p. 8  
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

8. A business firm's interaction with the environment is a characteristic of an open system.

ANS: T  PTS: 1  REF: p. 9  
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

9. The informal organization is the unofficial part of the system.

ANS: T  PTS: 1  REF: p. 10  
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

10. The hierarchy of authority or chain of command is an important feature of the informal organization.

ANS: F  PTS: 1  REF: p. 10  
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

11. Global competition is a leading force driving change at work.

ANS: T  PTS: 1  REF: p. 15  
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

12. Total quality management is an employee-driven philosophy of management.

ANS: F  PTS: 1  REF: p. 17  
NAT: AACSB: Reflective Thinking | AACSB: Operations Management

13. Total quality management is a total dedication to continuous improvement.

ANS: T  PTS: 1  REF: p. 17  
NAT: AACSB: Reflective Thinking | AACSB: Operations Management
14. The study and management of organizational behavior is primarily an art rather than a science.

ANS: F    PTS: 1    REF: p. 15
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

15. Skill development is facilitated by structured practice and feedback.

ANS: T    PTS: 1    REF: p. 22
NAT: AACSB: Reflective Thinking | AACSB: Information Technologies

16. Organizational behavior is an applied discipline where a student is trained in organizational behavior principles.

ANS: F    PTS: 1    REF: p. 20
NAT: AACSB: Reflective Thinking | AACSB: Individual Dynamics

MATCHING

*Match the following:*

a. The applied science of energy and matter.
b. The science of human behavior.
c. The science of human learned behavior and study of organizational culture.
d. A discipline concerned with the study of organizations.
e. The science of society and study of groups.

1. Management
2. Engineering
3. Psychology
4. Sociology
5. Anthropology
1. ANS: D PTS: 1
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

2. ANS: A PTS: 1
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

3. ANS: B PTS: 1
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

4. ANS: E PTS: 1
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

5. ANS: C PTS: 1
   NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

Match the following:
   a. Dedication to continuous improvement and meeting customer demands.
   b. Research results or scientific information.
   c. Learning and mastery of physical and social abilities.
   d. The primary concern for managers in the 21st century.
   e. Knowledge of results.

6. Feedback

7. Skill Development

8. Objective Knowledge

9. Total Quality

10. Change

6. ANS: E PTS: 1
    NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

7. ANS: C PTS: 1
    NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics
8. ANS: B  PTS: 1  
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

9. ANS: A  PTS: 1  
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

10. ANS: D  PTS: 1  
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

*Match the following:*

a. This organization places a strong emphasis on the external situation to include a particular concern for protecting the environment.

b. This company has been a leader in innovation and also customer service. It has also been ranked as a leader in retailing.

c. The emphasis of this organization is to focus on local communities by featuring discounts on the “best stuff to do, see, eat, and buy”.

d. A world leader in enterprise software, hardware, systems, and services.

e. This company has consistently been rated among Fortune’s 100 Best Companies to Work For due to an emphasis on recruiting the right employees and treating them well.

f. This organization’s story is one of invention, rejection, and perseverance.

11. Dyson

12. QuickTrip

13. Oracle

14. Groupon

15. Ford

16. Netflix

11. ANS: F  PTS: 1  
NAT: AACSB: Analytic | AACSB: Strategy

12. ANS: E  PTS: 1  
NAT: AACSB: Analytic | AACSB: Strategy
Match the following:

a. Economic activity outside of the firm.
b. An organization's primary concern, goal, and/or reason for existence.
c. Tools, equipment, and procedures for producing output.
d. An organization that receives inputs from the environment and releases outputs to the environment.
e. The result of an organization's conversion process.
f. The specific setting within which organizational behavior is enacted.

17. Task
18. Open System
19. Environment
20. Technology
21. Organizational Context
22. Output

17. ANS: B  PTS: 1  NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
18. ANS: D  PTS: 1  NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
19. ANS: A  PTS: 1  NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence
20. ANS: C   PTS: 1
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

21. ANS: F   PTS: 1
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

22. ANS: E   PTS: 1
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

ESSAY

1. Explain why it is important to study organizational behavior.

ANS:
Of the four principal ingredients (task, technology, structure, and people) of an organization, employees are the most difficult to manage and change. Individuals display numerous differences, group norms can influence productivity, and leaders can fail. Motivation, leadership, and group dynamics are very difficult to understand. Greater understanding of these behavioral phenomena can enhance one’s managerial effectiveness.

PTS: 1   REF: pp. 9-10
NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics

2. Briefly identify the four action steps for responding positively in times of change.

ANS:
The four steps to responding positively include (1) have a positive attitude, (2) ask questions, (3) listen to answers, (4) be committed to success.

PTS: 1   REF: p. 7
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

3. Identify the major reasons why managing organizational behavior will be challenging during changing times.

ANS:
Reasons include (1) the increasing globalization of the marketplace, (2) greater workforce diversity, and (3) the continuing concern and demand for higher moral and ethical behavior at work.

PTS: 1  REF: pp. 18-19
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

4. What is the difference between objective knowledge and skill knowledge?

ANS:
Objective knowledge is the information gained from research and scholarly activity. Answers to scientific questions resulting from research studies form the knowledge base for effectively managing organizations. Skill development refers to the practice and feedback associated with mastering behavioral abilities necessary for successful management.

PTS: 1  REF: p. 22
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

5. In addition to basic enabling skills, the Department of Labor has identified five essential functional skills necessary to be successful in the workplace now and in the future. Briefly identify these skills.

ANS:
The essential skills include (1) resource management skills, such as time management; (2) information management skills, such as data interpretation; (3) personal interaction skills, such as teamwork; (4) systems behavior and performance skills, such as cause-effect relationships; and (5) technology utilization skills, such as troubleshooting skills.

PTS: 1  REF: p. 22
NAT: AACSB: Reflective Thinking | AACSB: Environmental Influence

6. Briefly identify the major drivers of change in the current work environment.

ANS:
Change is driven by (1) globalization, (2) workforce diversity, and (3) ethics.

PTS: 1  REF: p. 15
7. Provide an example of a business firm as an open system.

ANS:
An open system gathers or receives inputs from its environment, transforms these inputs through application of technology, and provides a finished product to the environment or marketplace. A Heinz food processing plant purchases raw tomatoes, onions, and other vegetables from the environment. It then mixes and cooks these ingredients and converts them into catsup. The catsup is bottled, packaged, and shipped to the marketplace.

PTS: 1  REF: p. 9  NAT: AACSB: Analytic | AACSB: Creation of Value

8. Distinguish between informal and formal organizations. Are they complementary or contradictory?

ANS:
The formal organization consists of positions, departments, organization levels, and the authority and lines of communication that link organization parts and people together. The personal relationships and friendships between two or more organizational members constitute an informal organization. The formal and informal can coexist, be mutually reinforcing, or in conflict. The task of the manager is to be aware of the informal and try to manage the situation so that the informal supports and furthers the goals of the formal organization.

PTS: 1  REF: pp. 10-11  NAT: AACSB: Reflective Thinking | AACSB: Group Dynamics