Test Bank for Organizational Behavior 2nd Neubert

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File: Neubert 2e Chap-01 Testbank, Chapter 1: Putting People First

Multiple Choice

1. Which of the following statements best describes organizational behavior?
a) It is the study of how authority flows in an organization.
b) It is the study of financial incentives and their effects on an organization.
c) It is the study of how organizations interact with each other.
d) It is the behavior of individuals, groups, or all the members of an organization as a whole.

Answer: D
Level of Difficulty: Medium
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

2. Which of the following is a possible outcome of studying organizational behavior (OB)?
a) Studying OB diminishes technical skills in employees.
b) Studying OB provides employees with a better sense of the values and forces that influence them.
c) Studying OB can have a negative impact on one's interactions by setting them apart from the organization.
d) Studying OB fails to prepare you for management and leadership roles.

Answer: B
Level of Difficulty: Medium
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

3. _____ refer to a person's expertise in a particular task or field.
a) Technical skills
b) Conceptual skills
c) Relational skills
d) Administrative skills

Answer: A
Level of Difficulty: Easy
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

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4. _____ refer to a person's capability to understand complex issues and underlying causes and to solve problems with broad implications.
a) Technical skills
b) Conceptual skills
c) Relational skills
d) Administrative skills

Answer: B
Level of Difficulty: Easy
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

5. _____ are the talents possessed by a person that are required for getting along with and motivating people.
a) Technical skills
b) Conceptual skills
c) Relational skills
d) Administrative skills

Answer: C
Level of Difficulty: Easy
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

6. Which of the following is an example of a person successfully using relational skills?
a) Getting along with employees in other organizations
b) Designing a presentation for a conference
c) Analyzing production quality from the given data
d) Planning to purchase new machinery for the organization

Answer: A
Level of Difficulty: Medium
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

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7. Which of the following is an example of a person using his technical skills?
a) Forming partnerships with other organizations
b) Preparing an accounting sheet for a conference
c) Negotiating salaries and appraisals with employees
d) Solving issues during a workers' strike

Answer: B
Level of Difficulty: Medium
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

8. The _____ approach tends to emphasize what contributes to material or financial well-being and the interests of a narrow range of stakeholders in the immediate future.
a) sustainable OB
b) stakeholder's
c) conventional OB
d) traditional

Answer: C
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

9. The _____ approach emphasizes what contributes to multiple forms of well-being (i.e., financial, social, ecological, spiritual) for a broad range of stakeholders in the immediate as well as distant future.
a) sustainable OB
b) stakeholder's
c) conventional OB
d) traditional

Answer: A
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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10. Which of the following theories focuses on character and the various ways that people practice moral standards in a community, thereby facilitating happiness?
a) Max Weber's theory
b) Aristotle's virtue theory
c) Frederick Herzberg two-factor theory
d) Expectancy theory

Answer: B
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

11. _____ are the actions of a person that are noble or have value regardless of the end result or consequences.
a) Ethics
b) Goals
c) Virtues
d) Budgets

Answer: C
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Ethical understanding and reasoning abilities

12. From an Aristotelian perspective, the purpose of human behavior:
a) is it to maximize self-interest.
b) is to maximize individual performance.
c) is to increase short-term profitability.
d) is to maximize people's happiness.

Answer: D
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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13. According to the virtue theory approach, which of the following is a cardinal virtue?
a) Self-control
b) Conflict
c) Happiness
d) Sustainability

Answer: A
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

14. According to the virtue theory approach, _____ is one of the cardinal virtues.
a) happiness
b) critical thinking
c) conflict
d) practical wisdom

Answer: D
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

15. Which of the following is considered a priority in the conventional OB approach?
a) Focusing on community interests
b) Focusing on what is dynamic and difficult to explain
c) Focusing on self-interest
d) Focusing on relatively long-term impacts

Answer: C
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

16. One of the priorities in the conventional OB approach involves:
a) focusing on what is dynamic and difficult to explain.
b) focusing on what is stable and can be explained.
c) focusing on relatively long-term impacts.
d) focusing on community interests.

Answer: B
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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17. In which of the following approaches is focusing on relatively immediate profits a priority?
a) Conventional OB approach
b) Stakeholder's approach
c) Sustainable OB approach
d) Traditional approach

Answer: A
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

18. Which of the following is a common priority for both the conventional OB approach as well as the sustainable OB approach?
a) A focus on relatively immediate profits
b) A focus on what is dynamic and difficult to explain
c) A focus on community interests
d) A focus on bonds among people, actions, and organizations

Answer: D
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

19. A _____ is a common priority for both conventional and sustainable OB approaches.
a) focus on self-interest
b) focus on what is dynamic and difficult to explain
c) focus on individual, group, and organizational performance
d) focus on what is stable and can be explained

Answer: C
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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20. Which of the following statements is considered a priority in the sustainable OB approach?
a) Focusing on self-interest
b) Focusing on what is dynamic and difficult to explain
c) Focusing on relatively immediate profits
d) Focusing on what is stable and can be explained

Answer: B
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

21. One of the priorities in the sustainable OB approach involves:
a) focusing on self-interest.
b) focusing on what is stable and can be explained.
c) focusing on community interests.
d) focusing on relatively immediate profits.

Answer: C
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

22. In which of the following approaches is focusing on relatively long-term consequences a priority?
a) Conventional OB approach
b) Stakeholder's approach
c) Sustainable OB approach
d) Traditional approach

Answer: C
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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23. From a conventional OB perspective, which of the following management functions focuses on how managers set goals and design strategies to achieve them?
a) Staffing
b) Leading
c) Controlling
d) Planning

Answer: D
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

24. According to the sustainable OB approach, what should the planning phase of the management process involve?
a) It should involve managers working alongside others to set goals and design strategies.
b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
d) It should involve overseeing the values, particularly the sense of justice.

Answer: A
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

25. Which of the following statements best describes prudence?
a) It is the virtue that urges people to implement initiatives that improve overall happiness, even if the actions might threaten their own status.
b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.
c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.
d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: B
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

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26. Dorothy is a manager at Taurus Corp. When Dorothy sets goals and lays down various strategies for attaining those goals, she is engaging in _____.
a) controlling
b) organizing
c) leading
d) planning

Answer: D
Level of Difficulty: Hard
Learning Objective: OB and Management
AACSB: Reflective thinking skills

27. From a conventional OB perspective, which of the following management functions involves arranging human and other organizational resources in order to achieve planned goals and strategies?
a) Organizing
b) Leading
c) Controlling
d) Staffing

Answer: A
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

28. According to the sustainable OB approach, what should the organizing phase of the management process involve?
a) It should involve managers working alongside others to set goals and design strategies.
b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
d) It should involve overseeing the values, particularly the sense of justice.

Answer: B
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

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29. Which of the following statements best describes courage?
a) It is the virtue that urges people to take action to do what is good regardless of personal consequences.
b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.
c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.
d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: A
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

30. James works as a manager with WagonsandWheels Corp. He oversees determining how the production tasks are to be distributed and grouped among people. James is engaging in _____.
a) planning
b) controlling
c) organizing
d) leading

Answer: C
Level of Difficulty: Hard
Learning Objective: OB and Management
AACSB: Reflective thinking skills

31. From a conventional OB perspective, which of the following management functions uses systems and interpersonal human skills to influence others to achieve organizational goals?
a) Staffing
b) Leading
c) Controlling
d) Organizing

Answer: B
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

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32. According to the sustainable OB approach, what should the leading phase of the management process involve?
a) It should involve managers working alongside others to set goals and design strategies.
b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
d) It should involve overseeing the values, particularly the sense of justice.

Answer: C
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

33. Which of the following statements best describes self-control?
a) It is the virtue that urges people to implement initiatives that improve overall happiness, even if the actions might threaten their own status.
b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.
c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.
d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: C
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

34. Timothy works for Virgo Corp. He possesses good interpersonal skills and has the ability to motivate people working for him. As a result, his production division contributed significantly to the overall productivity in the last few months. Which of the following management functions is Timothy performing?
A) Controlling
B) Planning
C) Leading
D) Organizing

Answer: C
Level of Difficulty: Hard
Learning Objective: OB and Management
AACSB: Reflective thinking skills

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35. From a conventional OB perspective, which of the following management functions ensures that organizational members do what they are supposed to be doing and that their performance meets expectations?
a) Staffing
b) Leading
c) Controlling
d) Organizing

Answer: C
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

36. According to the sustainable OB approach, what should the controlling phase of the management process involve?
a) It should involve managers working alongside others to set goals and design strategies.
b) It should involve arranging resources with a spirit of dignification, experimentation, and sensitivity to others' needs in the process.
c) It should involve developing workplaces where the emphasis on financial and productivity goals is balanced by an emphasis on sustainability and healthy social relationships.
d) It should involve ensuring that members' actions are just and consistent with the organization's values.

Answer: D
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

37. Which of the following statements best describes justice?
a) It is the virtue that urges people to implement initiatives that improve overall happiness, even if the actions might threaten their own status.
b) It is the virtue that urges people to exercise foresight, reason, and discretion to achieve what is good for the community.
c) It is the virtue that urges people to regulate their emotions as well as their ability to overcome impulsive actions and greed.
d) It is the virtue that urges people to ensure that everyone connected with an organization gets his or her due.

Answer: D
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

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38. Margaret is a team leader at Venusia Corp. She is in charge of maintaining quality and ensures that her team's performance meets the expectations. Moreover, she takes care of streamlining her team production. She is engaging in:
A) controlling.
B) planning.
C) leading.
D) organizing.

Answer: A
Level of Difficulty: Hard
Learning Objective: OB and Management
AACSB: Reflective thinking skills

39. In which of the following scenarios is the manager performing the controlling management function?
a) Thomas, the HR Director at a publishing company, lists out the annual objectives that have to be achieved by the entire HR team and develops plans for accomplishing them.
b) Jacob, a project manager at a software company, is initiating an action against unethical behavior of a male employee toward other female workers.
c) Martha, a floor supervisor at a manufacturing unit, is giving her employees tips and suggestions on ensuring that employees meet performance expectations.
d) Jacqueline, the marketing director of a major appliance manufacturer, formulates objectives and targets for the marketing department to achieve over the next two financial quarters.

Answer: C
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Reflective thinking skills

40. Which of the following statements is true of the conventional perspective of organizational behavior?
a) Effectiveness emphasizes outcomes that are associated with personal interests and performance.
b) Controlling requires fairness and sensitivity to the marginalized.
c) Leading relies on relational self-control and treating all the members with dignity.
d) Organizing emphasizes courage and experimentation in the organization.

Answer: A
Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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41. From a conventional OB perspective:
a) effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
b) controlling requires fairness and sensitivity to the marginalized.
c) leading relies on relational self-control and treating all the members with dignity.
d) organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.

Answer: D
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

42. According to the conventional OB approach, which of the following statements is true?
a) Effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
b) Controlling requires fairness and sensitivity to the marginalized.
c) Leading means relating with others so that their work efforts help achieve organizational goals.
d) Planning happens through participation, practical wisdom, and higher-order goals.

Answer: C
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

43. Which of the following statements is true of the conventional perspective of organizational behavior?
a) Effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
b) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.
c) Leading relies on relational self-control and treating all the members with dignity.
d) Planning happens through participation, practical wisdom, and higher-order goals.

Answer: B
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

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44. Which of the following statements is true of the sustainable perspective of organizational behavior?
a) Effectiveness balances conventional outcomes while emphasizing community interests, creativity, and consequences for a broad set of stakeholders into the foreseeable future.
b) Organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.
c) Leading means relating with others so that their work efforts help achieve organizational goals.
d) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: A
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

45. From a sustainable OB perspective:
a) planning happens through participation, practical wisdom, and higher-order goals.
b) organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.
c) leading means relating with others so that their work efforts help achieve organizational goals.
d) controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: A
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

46. According to the sustainable OB approach, which of the following statements is true?
a) Organizing means ensuring that tasks have been assigned and the structure of organizational relationships facilitates the meeting of organizational goals.
b) Controlling requires fairness and sensitivity to the marginalized.
c) Leading means relating with others so that their work efforts help achieve organizational goals.
d) Planning is the process of deciding on an organization's goals and strategies.

Answer: B
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

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47. Which of the following statements is true of the sustainable perspective of organizational behavior?
a) Effectiveness emphasizes outcomes associated with personal interests, performance, commitment, predictability, and what profits a narrow set of stakeholders in the short term.
b) Planning is the process of deciding on an organization's goals and strategies.
c) Leading relies on relational self-control and treating members with dignity.
d) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: C
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

48. Which of the following statements is true of the sustainable perspective of organizational behavior?
a) Effectiveness emphasizes outcomes associated with personal interests, performance, commitment, predictability, and what profits a narrow set of stakeholders in the short term.
b) Organizing emphasizes courage and experimentation.
c) Planning is the process of deciding on an organization's goals and strategies.
d) Controlling means ensuring that the actions of organizational members are consistent with the organization's goal and values.

Answer: B
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

49. Which of the following statements is true of the sustainable perspective of organizational behavior?
a) Effectiveness emphasizes outcomes associated with personal interests, performance, commitment, predictability, and what profits a narrow set of stakeholders in the short term.
b) Leading means relating with others so that their work efforts help achieve organizational goals.
c) Planning is the process of deciding on an organization's goals and strategies.
d) Controlling involves promoting justice and ensuring actions are consistent with organizational values.

Answer: D
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

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50. Which of the following statements is an example of the leading management function?
a) Comparing work performance of individuals
b) Integrating and coordinating activities
c) Arranging and structuring work for teams
d) Influencing individuals or teams as they work

Answer: D
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

51. Which of the following statements is an example of the controlling management function?
a) Comparing and monitoring work performance of individuals
b) Developing plans to integrate and coordinate activities in a team
c) Arranging and structuring work for teams
d) Influencing individuals or teams as they work

Answer: A
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Analytic skills

52. In which of the following scenarios is the manager performing the leading management function?
a) Jacqueline, the marketing director of a major appliance manufacturer, formulates objectives and targets for the marketing department to achieve over the next two financial quarters.
b) Tracy, a project manager at a software company, is motivating her employees to achieve more than their performance targets.
c) Martha, a floor supervisor at a manufacturing unit, is giving her employees tips and suggestions on how to ensure that they meet the requisite performance expectations.
d) Thomas, the HR Director at a publishing company, lists out the annual objectives that have to be achieved by the entire HR team and develops plans for accomplishing them.

Answer: B
Level of Difficulty: Medium
Learning Objective: OB and Management
AACSB: Reflective thinking skills

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53. Gerald is a manager at a piston manufacturing company and is in charge of more than 20 employees. On a weekly basis, he decides on the work that needs to be undertaken and assigns responsibilities to his team members. He gives his employees instructions on how various tasks are to be carried out and their respective deadlines. Gerald is engaging in _____.
a) controlling
b) planning
c) leading
d) organizing

Answer: D
Level of Difficulty: Hard
Learning Objective: OB and Management
AACSB: Reflective thinking skills

54. With regards to conventional organizational behavior priorities, _____ focus on self-interest.
a) Personal
b) Performance
c) Predictability
d) Commitment

Answer: A
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

55. With regards to conventional organizational behavior priorities, _____ focus on individual, group, and organizational performance.
a) personal
b) performance
c) predictability
d) commitment

Answer: B
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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56. With regards to conventional organizational behavior priorities, _____ focus on what is stable and can be explained
a) personal
b) performance
c) predictability
d) commitment

Answer: C
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

57. With regards to conventional organizational behavior priorities, _____ focus on bonds among people, actions, and organizations.
a) personal
b) performance
c) predictability
d) commitment

Answer: D
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

58. With regards to sustainable organizational behavior priorities, _____ focus on community interests.
a) community
b) creativity
c) long-term consequences
d) Commitment

Answer: A
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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59. With regards to sustainable organizational behavior priorities, _____ focus on what is dynamic and difficult to explain.
a) community
b) creativity
c) long-term consequences
d) Commitment

Answer: B
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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Fill in the Blanks

60. _____ are social structures created by individuals to support the collaborative pursuit of specific goals.

Answer: Organizations
Level of Difficulty: Easy
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

61. _____ refers to explaining human behavior in organizations, which includes examining the behavior of individuals, groups, or all the members of an organization as a whole.

Answer: Organizational behavior
Level of Difficulty: Easy
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

62. _____ refer to expertise in areas like marketing or accounting or finance or human resources.

Answer: Technical skills
Level of Difficulty: Easy
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

63. Conventional OB tends to emphasize _____ and the interests of a narrow range of stakeholders in the immediate future.

Answer: material
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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64. _____ seeks to nurture community and happiness by modeling and enabling the practice of virtues in financially viable organizations.

Answer: Sustainable OB
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

65. _____ are fundamental models or theoretical extremes.

Answer: Ideal types
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

66. _____ involves actively questioning and evaluating assumptions and information.

Answer: Critical thinking
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

67. _____ is the process of planning, organizing, leading, and controlling human and other organizational resources towards the achievement of organizational goals.

Answer: Management
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

68. From a _____ perspective, planning focuses on how managers set goals and design strategies to achieve them.

Answer: conventional
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

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69. A _____ approach of planning emphasizes how managers work alongside others to set goals and design strategies.

Answer: sustainable
Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

70. _____ focuses on bonds among people, actions, and organizations.

Answer: Commitment
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

70. _____ involves actively questioning and evaluating assumptions and information.

Answer: Critical thinking
Level of Difficulty: Easy
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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Short Answer Questions

71. Explain the importance of studying organizational behavior (OB).

Answer: First, studying OB helps you to understand yourself. By understanding OB, you can get a better sense of the values and forces that influence your attitudes, feelings, and behavior. Second, understanding OB can improve the interactions you have with others by providing practical suggestions for influencing and collaborating with them, working in teams, and leading organizations. Third, a strong grasp of OB will allow you to increase your contribution to an organization and prepare you to serve in a management or leadership role.

Level of Difficulty: Medium
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

72. List the three skills required by managers and leaders and explain each of them.

Answer: According to prominent management philosopher and scholar Peter Drucker, the work of managers and leaders is a great responsibility; because it "deals with people, their values, and their personal development." Fulfilling this responsibility will require "technical skills" or expertise in areas like marketing or accounting or finance or human resources, strong "relational skills" that help you get along with and motivate people, and strong "conceptual skills" that include the ability to understand complex issues, underlying causes, and problems with broad implications.

Level of Difficulty: Medium
Learning Objective: Why Study Organizational Behavior?
AACSB: Analytic skills

73. Explain the virtue theory by Aristotle.

Answer: From an Aristotelian perspective, the purpose of human behavior is not simply to maximize performance, predictability, and short-term profitability, nor is it to maximize self-interest. Rather, the purpose of human behavior is to maximize people's happiness, which Aristotle called the "supreme good." Happiness is achieved by practicing virtues in community. From a virtue theory approach, sustainable OB is about demonstrating concern for others and facilitating organizational members' practice of four cardinal virtues: practical wisdom, self-control, justice, and courage.

Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

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74. Explain any four implications of the ideal types.

Answer: First, allowing the sustainable and conventional approaches to act as two end points can help us better understand the position that we and others occupy on a continuum. Second, understanding one ideal type helps to better understand a second ideal type. We develop a richer understanding of extraversion when we contrast and compare it to introversion. Third, learning two ideal types of organizational behavior (OB) adds more complexity and can create tension, but mastering the ability to resist simple answers and explore and integrate opposing ideas or viewpoints is the mark of outstanding managers. Fourth, exploring two approaches to OB shows that the actions and practices of organizational members are not value-neutral.

Level of Difficulty: Medium
Learning Objective: What Is Effective OB: Two Approaches
AACSB: Analytic skills

75. What is management and list its various functions?

Answer: The most common definition of management has two components, one focuses on what managers do, and the other on how they do it: Management is the process of planning, organizing, leading, and controlling human and other organizational resources towards the achievement of organizational goals. The basic functions of management are planning, organizing, leading, and controlling.

Level of Difficulty: Easy
Learning Objective: OB and Management
AACSB: Analytic skills

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