Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

Organizational Behavior Practical Problem Solving Approach 3rd Edition by Kinicki CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) There is only one best way to manage people, teams, or organizations. A particular management practice that worked today will work tomorrow. This is called the contingency approach.

1) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Contingency Theory

2) Common sense focuses on the past, and because of this, it is strong in responding to the unexpected.

2) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Contingency Theory

3) When major league baseball officials failed to notice they had created conditions that encouraged players to use steroids, this was an example of "motivated blindness."

3) _____

◎ true
◎ false

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Organizational Behavior Practical Problem Solving Approach 3rd Edition by Kinicki CH01

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 2 Medium
Topic : Ethical Behavior
Learning Objective : 01-03 Utilize OB to solve problems and increase your effectiveness.

4) OB includes topics such as managing your peers and your bosses, as well as managing your subordinates.

4) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Topic : Organizational Behavior (OB)
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.

5) Paying someone else to do your homework, sharing answers via social media and sharing answers on a take home exam are all examples of student cheating.

5) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Topic : Unethical Conduct

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6) Problem solving is a systematic process for closing the gap between an actual and a desired outcome.

6) _____

◎ true
◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Outcomes

7) Ethical dilemmas are situations with two choices, neither of which resolves the situation in an ethically acceptable manner.

7) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Ethical Dilemmas

8) Unethical behavior erodes trust, but has no effect on cooperation in organizations.

8) _____

◎ true
◎ false

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior
AACSB : Teamwork

9) Southwest Airlines mechanics created widespread slowdowns in flights to pressure their company in negotiations with their union. This was illegal.

9) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : Ethical Behavior

10) Knowledge and consideration of both personal and situation factors and the interplay between the two are equally important.

10) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Difficulty : 2 Medium
Topic : Person-Situation Distinction

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11) Whistle-blower protection laws exist like the Dodd-Frank Act of 2010, and sufficiently protect employees.

11) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Ethical Behavior

12) A decision is a gap between an actual and a desired situation.

12) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Decision Making
Learning Objective : 01-03 Utilize OB to solve problems and increase your effectiveness.

13) OB concepts and theories can be classified into three broad categories: person factors, group characteristics, and situation factors.

13) _____

- ◎ true
- ◎ false

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Organizational Behavior (OB)

14) The interactional perspective states that behavior is a function of interdependent person and situation factors.

14) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Organizational Behavior (OB)

15) The "organizing framework" for understanding and applying OB is based on the systems approach.

15) _____

- ◎ true
- ◎ false

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Organizational Behavior (OB)

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MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

16) Janell is having an argument with her father. He believes that focusing on her computer knowledge (hard skills) is the most important of Janell's college experience. Janell disagrees, arguing that _____ is/are the more critical and will help her in the hiring process.

16) _____

A) problem solving
B) self-awareness
C) soft skills
D) an ethical perspective
E) business knowledge

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Conceptual Skills

17) _____ is the interdisciplinary field dedicated to understanding and managing people at work.

17) _____

A) Management theory
B) Management dynamics
C) Organizational behavior
D) Organizational dynamics
E) Organizational theory

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational Behavior (OB)
Learning Objective : 01-01 Describe the value of OB to your job and career.

18) Which of the following fields is *not* a field from which OB draws?

18) _____

A) political science
B) accounting
C) statistics
D) economics
E) vocational counseling

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : Organizational Behavior (OB)
Learning Objective : 01-01 Describe the value of OB to your job and career.

19) OB is important in all facets of school and work because

19) _____

A) hard skills are a critical factor to your success.
B) this indicates that you have common sense.
C) this technical knowledge is in great demand.
D) a career in OB will ensure a high salary.
E) it helps us to understand and manage people.

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Topic : Organizational Behavior (OB)
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.

20) Jon is dealing with several employees who are chronically late. He unilaterally decides to dock everyone's daily pay 5 percent if they are more than 10 minutes late. Jon will have better results using

20) _____

A) the contingency approach.
B) the "one-best-way" approach.
C) the environmental theory.
D) ethical decision making.
E) the human capital theory.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Apply
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Contingency Theory

21) Practicing mindfulness daily, taking timeouts, keeping track of strengths and weaknesses, taking self-assessments and listening are all practical advice for building your

21) _____

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A) soft skills.
B) hard skills.
C) cognition level.
D) self-awareness.
E) hindsight.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Building Workplace Skills

22) Which of the following statements is *false*?

22) _____

A) The contingency approach is just common sense.
B) Common sense excels in well-known scenarios with predictable outcomes.
C) Common sense requires less effort than finding the real problem.
D) Common sense can be overly subjective.
E) Common sense is weak in unexpected situations.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Contingency Theory

23) Problem solving and critical thinking are _____ because they use logic and reasoning to develop and evaluate options.

23) _____

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A) technical skills
B) soft skills
C) common sense
D) hard skills
E) personal attributes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Conceptual Skills

24) Which of the following is *not* one of the top four skills desired by employers?

24) _____

A) teamwork
B) critical thinking
C) problem solving
D) creativity
E) people management

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Conceptual Skills

25) Vance and Donal were hired by the same network support firm. One year later, Donal receives a promotion to team leader. Vance believes he has stronger technical skills and asks his supervisor why he did not get the promotion. The supervisor says that Donal has better people skills. Having _____ can enable a person's promotion.

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25) _____

A) soft skills
B) hard skills
C) technical skills
D) team skills
E) the right degree

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Conceptual Skills

26) _____ matters because it gives you credibility with your peers and those you manage.

26) _____

A) Performance
B) Motivation
C) Communication
D) Self-confidence
E) Cheating

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Ethical Behavior Affecting Performance

27) "When you know yourself, you are comfortable with your strengths and not crippled by your shortcomings ..." This is

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27) _____

A) a soft skill.
B) self-awareness.
C) common sense.
D) hindsight.
E) objectivity.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Self-Awareness

28) Regarding the relative importance of personal and technical skills,

28) _____

A) they remain equal and this does not change throughout careers.
B) technical skills are more important regardless of job level.
C) personal skills are more important regardless of job level.
D) technical skills become more important as job level increases.
E) personal skills become more important as job level increases.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Knowledge and Skill

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29) Luis's Ice Cream Store sales were down 15 percent this summer. The owner, Luis, says that in his experience rainy summers mean lower ice cream sales. Johanna, his assistant, notices the staff at Luis's appear uninterested and slow to serve customers. He would like to replace at least one of them with a younger college student for the rest of the summer. Johanna is using a(n) _____ perspective.

29) _____

A) experience
B) management theory
C) hindsight
D) contingency
E) common sense

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Contingency Theory

30) At her job, Sarah doesn't identify what is bothering her team members who report directly to her. Two have left the company in the past three months and she didn't probe why they decided to leave. She just assumes they are getting a higher salary elsewhere. Sarah is showing a(an)

30) _____

A) lack of rigor.
B) lack of self-awareness.
C) lack of authenticity.
D) over-reliance on hindsight.
E) lack of objectivity.

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Organizational Behavior Practical Problem Solving Approach 3rd Edition by Kinicki CH01

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Self-Awareness

31) Dev argues that 9 AM is a bad time to sign up for a small discussion group because he will be too tired from the previous night's activities. He prefers to sign up for a large lecture class at that time. José disagrees, noting that this small discussion group is something they both wanted to do and will require their attention, while they may not focus in the lecture class. Dev says that this is not a commonsense approach. What weakness does Dev exhibit?

31) _____

A) lack of rigor
B) lack of self-awareness
C) lack of authenticity
D) over-reliance on hindsight
E) lack of objectivity

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Self-Awareness

32) _____, with which you can build goodwill, include personality, teamwork and leadership.

32) _____

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

A) Interpersonal skills
B) Commonsense skills
C) Hard skills
D) Technical expertise
E) Personal attributes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Social Capital

33) Kevin expresses concern about Margarite, an intern scheduled to work on his team for three weeks. Julio, Kevin's manager, quickly decides to move Margarite to another team. Which key problem-solving step has Julio skipped?

33) _____

A) define the problem
B) take action
C) find a solution
D) defuse the situation
E) implement changes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Topic : Decision Making
Bloom's : Apply
Learning Objective : 01-03 Utilize OB to solve problems and increase your effectiveness.

34) In some business situations, you will make recommendations to solve a problem. Which of the following actions can help improve the quality of your recommendations?

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

34) _____

A) Check with human resources to be sure that you are following protocol.
B) Make sure that your suggestions don't upset any team members.
C) Make sure that your recommendations address the causes of the problem.
D) Make sure you offer a quick fix for the problem.
E) Ask your superior to present the recommendations.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Topic : Decision Making
Bloom's : Understand
Learning Objective : 01-03 Utilize OB to solve problems and increase your effectiveness.

35) _____ highlight the fact that choosing among available options is not always a choice between right and wrong.

35) _____

A) Organizational theories
B) Ethical dilemmas
C) Ethical lapses
D) Management theories
E) Ill-conceived goals

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior

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36) Zoe is a bank manager charged with determining which employees are downsized. Her only guidelines are to keep those employees who contribute the most to the overall organization. When the list of employees downsized is presented, none of her personal friends are on it. This might be viewed as _____ behavior.

36) _____

A) rational
B) unbiased
C) unethical
D) illegal
E) organizational

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : Ethics

37) Barbara wants to become a partner in her Atlanta law firm. She knows that if she bills the most revenue, it will help her get her partnership. This _____ can lead to unethical behavior.

37) _____

A) overvalued outcome
B) motivated blindness
C) ill-conceived goal
D) indirect blindness
E) slippery slope

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : Ethical Behavior

38) Which of the following statements is *true*?

38) _____

A) Ill-conceived goals occur when we set goals and incentives to promote a desired behavior, and that behavior is achieved.
B) The slippery slope refers to seeing the ethical actions of others as an example to follow.
C) Motivated blindness occurs when we overlook the unethical behavior of another because it's in our interest to remain ignorant.
D) If the outcome is good, then the behavior must be ethical.
E) Direct blindness occurs when we hold others less accountable for unethical behavior because it's carried out through third parties.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior

39) When confronting an issue, you will likely be perceived as more helpful and be taken more seriously if you provide an alternate course or solution and not offering complaints. What skill is this identifying to help you avoid unethical behavior?

39) _____

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

A) Accept that confronting ethical concerns is part of your job.
B) Challenge the rationale.
C) Suggest solutions.
D) Consider and explain long-term consequences.
E) Use your lack of seniority as an asset.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Self-Awareness

40) Ethics is primarily concerned with

40) _____

A) right and wrong.
B) legal and illegal.
C) moral and immoral.
D) religious and nonreligious.
E) public and nonpublic.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Ethics

41) What is the most prevalent lie on résumés?

41) _____

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

A) incorrect job titles
B) errors in employment dates
C) false academic degrees
D) skill sets that are not true
E) exaggeration of responsibilities

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Unethical Behavior

42) In an ethical dilemma,

42) _____

A) there are two choices, *neither* of which resolves the situation in an ethically acceptable manner.
B) there are two choices, *either* of which resolves the situation in an ethically acceptable manner.
C) there are two choices, *one* of which resolves the situation in an ethically acceptable manner.
D) there is only one choice.
E) there are no choices.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethics

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

43) Mack works for a small biotech firm. When the firm presents the results of its clinical trials to the FDA, Mack realizes that the results are not accurate. He reports this to the FDA. Mack is a(n)

43) _____

A) ethicist.
B) whistle-blower.
C) traitor.
D) mole.
E) deviant.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Ethics

44) _____ are goals and incentives set to promote a desired behavior, but instead encourage a negative one.

44) _____

A) Ill-conceived goals
B) Motivated blindness
C) Indirect blindness
D) The slippery slope
E) Overvaluing outcomes

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior

45) Calvin is a customer-service representative who handles phone inquiries. He has a goal of handling 12 calls per hour. When he gets a customer with a complex situation, he tends to become short with that person to keep the call short. This is an example of

45) _____

A) ill-conceived goals.
B) motivated blindness.
C) indirect blindness.
D) the slippery slope.
E) overvaluing outcomes.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Ethical Behavior

46) Emily is part of a team working on a project. Veronica's role on the team is to update and present status reports to management. Emily knows that Veronica's reports do not show the delays that have occurred, but she doesn't say anything because she does not want upper management more involved. Which of the following is Emily exhibiting?

46) _____

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

A) ill-conceived goals
B) motivated blindness
C) indirect blindness
D) the slippery slope
E) overvaluing outcomes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior

47) Cheryl saw Maria cheating on a test in their OB class. However, she did not report this because Maria is on her team in the class and she feared that Maria might be kicked out of the class and that this would hurt her team's chances of doing well on their project. Cheryl is experiencing

47) _____

A) ill-conceived goals.
B) motivated blindness.
C) indirect blindness.
D) the slippery slope.
E) overvaluing outcomes.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
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Difficulty : 3 Hard
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Topic : Ethical Behavior

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48) _____ is(are) when we hold others less accountable for unethical behavior that is carried out through third parties.

48) _____

A) Ill-conceived goals
B) Motivated blindness
C) Indirect blindness
D) The slippery slope
E) Overvaluing outcomes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior

49) Brad asked Elvira for general advice on homework. Then he asked her to let him see specific problems. Now he wants to copy her assignment, claiming he has no time and the content is too difficult. This is an example of

49) _____

A) ill-conceived goals.
B) motivated blindness.
C) indirect blindness.
D) the slippery slope.
E) overvaluing outcomes.

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Topic : Ethical Behavior

50) Background checks are a requirement for all employees working with children under the age of 18. Reece was aware of this policy but told Shane that it was okay to skip the check this month because it wasn't in the budget. This procedural error could lead to hiring an employee with a criminal record. Shane is experiencing what type of unethical behavior?

50) _____

A) setting ill-conceived goals
B) exhibiting motivated blindness
C) showing indirect blindness
D) on a slippery slope
E) overvaluing outcomes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Ethical Behavior

51) _____ is when we give a pass to unethical behavior if the outcome is good.

51) _____

Access Complete Test Bank for Organizational Behavior Practical Problem Solving Approach 3rd Kinicki

A) Ill-conceived goals
B) Motivated blindness
C) Indirect blindness
D) The slippery slope
E) Overvaluing outcomes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior

52) _____ is the remedy for ill-conceived goals.

52) _____

A) Rooting out conflicts of interest
B) When handing off work, asking if the assignment might invite unethical behavior
C) Rewarding solid decision processes, not just good outcomes,
D) Being alert for even trivial ethical infractions and addressing them immediately
E) Brainstorming unintended consequences

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : Ethical Behavior

53) The remedy for motivated blindness is

53) _____

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A) to root out conflicts of interest.
B) when handing off work, to ask if the assignment might invite unethical behavior.
C) to reward solid decision processes, not just good outcomes.
D) to be alert for even trivial ethical infractions and address them immediately.
E) to brainstorm unintended consequences.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : Ethical Behavior

54) Eco Landscaping Company minimizes attention to a price increase by selling lawn care treatments to a subsidiary, Grow It, Inc. Grow It then increases the price of the specific treatments. The manager of Grow It wants to notify customers that they are a subsidiary of Eco Landscaping and that the increase has come from the parent company. This is an example of a remedy for

54) _____

A) ill-conceived goals.
B) indirect blindness.
C) the slippery slope.
D) overvaluing outcomes.
E) motivated blindness.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : Ethical Behavior

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55) _____ skills are increasingly needed in today's complex world in order to achieve superior performance where workers at all levels of the organization are called upon to think critically, take ownership of problems, and make real-time decisions.

55) _____

A) Common sense
B) Service
C) Judgement
D) Problem-solving
E) Whistle-blowing

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : OB to Solve Problems

56) Why are ethics considered so important when studying organizational behavior?

56) _____

A) Unethical behavior makes it easy to influence others and conduct business.
B) Unethical behavior can ensure loyalty, which helps the performance of individuals and teams.
C) You will be confronted with ethical challenges at all levels of organizations and throughout your career.
D) Unethical acts are not illegal and can benefit the company.
E) Some unethical acts are necessary to work around unfair governmental regulations.

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Difficulty : 2 Medium
Topic : Ethical Behavior

57) Jaimie wants to get an A on the end of semester course project but one team member is not doing the assigned work which may result in a significant amount of points being deducted. This presents a(n) _____ for Jaimie.

57) _____

A) ethical dilemma
B) desired outcome
C) systematic approach
D) goal
E) problem

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-03 Utilize OB to solve problems and increase your effectiveness.
Topic : Self-Awareness

58) A problem is

58) _____

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A) a decision that needs to be made.
B) a gap between an actual and a desired situation.
C) always due to environmental factors.
D) a situation that managers rarely face.
E) something to be ignored until it becomes serious.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making

59) _____ is the first step on the three-step journey (or approach) of the Organizing Framework.

59) _____

A) Identifying the OB concepts
B) Defining the problem
C) Making recommendations
D) Taking action
E) Delegating the problem

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making

60) Person factors and _____ are the two broad categories of OB concepts and theories.

60) _____

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A) the three levels at work
B) ethical factors
C) situation factors
D) problem solving
E) system processes

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Person-Environment Fit

61) Downsizing at a company where everyone laid off had the same job and qualifications is a type of _____ factor.

61) _____

A) person
B) situation
C) job
D) performance
E) team

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Bloom's : Understand
Difficulty : 2 Medium
Topic : Person-Environment Fit

62) "Different people may perceive similar situations in different ways and similar people may perceive different situations in the same way." This represents the _____ perspective.

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62) _____

A) interactional
B) ethical
C) problem-solving
D) contingency
E) individualistic

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Person-Environment Fit

63) People bring their abilities, goals, and experiences to each and every situation, which often changes the situation. Conversely, because situations have unique characteristics, such as opportunities and rewards, they change people. This dynamic reflects the interactional perspective, which explains that behavior is a function of

63) _____

A) interdependent person and situation factors.
B) interdependent ethical and unethical factors.
C) interdependent human and social factors.
D) independent person and situation factors.
E) independent human and social factors.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Difficulty : 2 Medium
Topic : Person-Environment Fit

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64) William, a hard and productive worker, quit because he couldn't get along with his coworkers. This would be diagnosed as a(n) _____ level problem.

64) _____

A) individual
B) group
C) organizational
D) interactional
E) situation

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Group Cohesion

65) Frances quit her job because she felt that her department's reward system favored men. This would be diagnosed as a(n) _____ level problem.

65) _____

A) individual
B) group
C) organizational
D) interactional
E) situation

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Organizational Behavior (OB)

66) Eva quit her job because she felt it was boring. This would be diagnosed as a(n) _____ level problem.

66) _____

A) individual
B) group
C) organizational
D) interactional
E) situation

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Organizational Behavior (OB)

67) Three months ago, XYZ Corporation changed the way the typing pool is organized from a self-managed team to a more traditional structure in which employees receive their assignments from a direct supervisor. Since then, three of the seven employees have left the organization. _____ is the OB perspective applied here.

67) _____

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A) Individual
B) Group
C) Organizational
D) Interactional
E) Situation

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
AACSB : Teamwork
Topic : Group Cohesion

68) Several people have quit the administrative support unit of the company recently. About that time, a new company moved into the area with a better health care plan and comparable wages. _____ is the most likely OB perspective to apply.

68) _____

A) Individual
B) Group
C) Organizational
D) Interactional
E) Situation

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Person-Environment Fit

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69) Recently, the Triple A Explosives Company was sold to a new owner, Wileys, Inc. The operations of the two organizations are going to be merged, with several of the manufacturing locations possibly to be eliminated. _____ is the most likely OB perspective to apply.

69) _____

A) Individual
B) Group
C) Organizational
D) Interactional
E) Situation

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Organizational Behavior (OB)

70) In the Organizing Framework,

70) _____

A) inputs lead to processes, which lead to outcomes.
B) inputs lead directly to outcomes.
C) outcomes never affect inputs.
D) outcomes never affect processes.
E) inputs are unrelated to processes.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Difficulty : 2 Medium
Topic : Outcomes

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71) In the Organizing Framework, inputs (in part) consist of

71) _____

A) individual-level processes.
B) group/team outcomes.
C) situation characteristics.
D) individual outcomes.
E) organizational outcomes.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Person-Environment Fit

72) In the Integrative Framework, which of the following is an outcome?

72) _____

A) situation characteristics
B) personal factors
C) organizational processes
D) organizational turnover
E) awarding bonuses for good performance

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Bloom's : Understand
Difficulty : 2 Medium
Topic : Outcomes

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73) What kind of a response is a manager making when he or she chooses a satisfactory, but not ideal, solution?

73) _____

A) resolving
B) solving
C) dissolving
D) ignoring
E) avoiding

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making

74) When Bakary, a retail store manager, faced a problem of cash missing from the register, he decided to pursue an optimal response so he

74) _____

A) upgraded the point-of-sale software system and installed security cameras.
B) quit working for the retail store and went back to his prior job as a teacher.
C) adjusted the budget assuming that about 5% of sales would not get deposited.
D) fired all the store's employees and hired new ones at $2 more per hour.
E) rearranged employee tasks so that he is now the only one who handles cash transactions.

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making
Bloom's : Apply
Difficulty : 3 Hard

75) You have an apartment within walking distance of your office. Your company moves the office to the next town. You decide to take a position with another firm close to your apartment. This is an example of _____ the problem.

75) _____

A) resolving
B) solving
C) dissolving
D) ignoring
E) avoiding

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making
Bloom's : Apply

76) Gabriella, a manager, hires the first person she interviews because she believes that person can do the job adequately. Gabriella is _____ the problem.

76) _____

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A) resolving
B) solving
C) dissolving
D) ignoring
E) avoiding

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making
Bloom's : Apply
Difficulty : 3 Hard

77) Aaron hires a new employee who best meets the characteristics he is looking for in the ideal employee. He is _____ the problem.

77) _____

A) resolving
B) solving
C) dissolving
D) ignoring
E) avoiding

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making
Bloom's : Apply
Difficulty : 3 Hard

78) Raul decides that rather than hire an employee to replace someone who left, he will eliminate the position. Raul is _____ the problem.

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78) _____

A) resolving
B) solving
C) dissolving
D) ignoring
E) avoiding

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making
Bloom's : Apply
Difficulty : 3 Hard

79) The first of the basic elements for selecting an effective solution is to

79) _____

A) determine the criteria for the decision.
B) generate alternatives.
C) consider the consequences.
D) decide who will make the decision.
E) make the decision.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making

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80) To help you qualify the best solution, you should consider the _____ of each alternative, especially trade-offs between the pros and the cons such as who wins and who loses, ideal versus practical options, perfection versus excellence and superior versus satisfactory results.

80) _____

A) consequences
B) selection criteria
C) ethical implications
D) third-party process
E) values

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Difficulty : 2 Medium
Topic : Selecting an Effective Solution

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

81) Discuss the statement, "The contingency approach is just common sense." Is this true? Why or why not? Why is this important for managers?

Question Details
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
AACSB : Analytical Thinking
Bloom's : Analyze
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Contingency Theory

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82) Explain the difference between hard and soft skills and why both are important. List what you think are your two strongest soft skills. Also briefly, and specifically, explain how they can or do benefit you at school and work. List what you think are your two strongest hard skills. Explain specifically how they can or do benefit you at work and school.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Knowledge and Skill

83) Soft skills are not job-specific. Rather, they are portable skills, more or less relevant in every job, at every level. They include personal attributes and interpersonal skills. Provide examples of two personal attributes and two interpersonal skills and describe how they help you at school or work.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Knowledge and Skill

84) Assume that you worked for Quality Investments for four years. The owners of the firm—whom you respected—have been charged with insider trading. They deny the charge, but the firm is closing down and you need to find another job. How does the firm's unethical behavior impact you personally? How can you explain the situation during an interview?

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical Behavior
AACSB : Teamwork

85) What is self-awareness? Why is self-awareness important in school or in the workplace? How can you develop self-awareness? Provide one example in which you learned from your mistakes.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 2 Medium
Learning Objective : 01-01 Describe the value of OB to your job and career.
Topic : Self-Awareness

86) Norma is looking for a summer internship in her field of environmental science. On her résumé, she notes that she has taken several courses that she actually will not take until next semester. She also describes several volunteer leadership positions that she held. In reality, she worked as a "laborer" cleaning up the river and the local dunes.

Is Norma behaving ethically? Define ethics and explain Norma's behavior.

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethics

87) You know that several of your classmates are cheating on tests and papers with students from another school. Because the schools are not part of an integrated system, the cheating is quite successful. The students are doing well, while not working hard at all. You are frustrated and angry and don't know what to do.

Use the Three-Step Problem-Solving Approach to find a solution.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Topic : Decision Making
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Ethics
Learning Objective : 01-03 Utilize OB to solve problems and increase your effectiveness.

88) Adina works as a trainer at a gymnastics academy. This is a nationwide company with academies all over the country. They have more students accepted to the Junior Olympics and Olympics than any other group. But the corporate mission statement is to "foster a love of the sport and physical fitness at all levels."

Adina notices that some of the senior trainers push students beyond accepted limits and work them more hours than recommended. In fact, many seem to focus only on promising candidates, even to the point that inexperienced students are getting hurt.

When she mentions this to a colleague, she's told that this is how things work. It's important to "keep up their success rate." How can Adina evaluate and address this unethical behavior?

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
AACSB : Ethics
Learning Objective : 01-02 Identify factors that influence unethical conduct and how it affects perfo
Topic : Ethical Behavior

89) Define *problem* and *problem solving*. Describe the Three-Step Approach to Problem Solving. Think of a current problem you are facing and describe it using the three-step approach.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Topic : Decision Making
Difficulty : 3 Hard
Bloom's : Understand
Learning Objective : 01-03 Utilize OB to solve problems and increase your effectiveness.

90) Jules has a double major in business and technology. He is proactive and creative, but the only job he has been offered is in the credit department of a bank.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Difficulty : 2 Medium
Topic : Person-Environment Fit
AACSB : Analytical Thinking
Bloom's : Analyze

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91) On the production floor of a large automotive supplier Jeff notices a defect in one of the major engine parts. It then becomes apparent that it's not just this one part but a whole "lot" making up about a day's worth of production inventory. He reports this to his direct manager who then tells him that this isn't a crucial part for any safety features and it will cost the company hundreds of thousands of dollars in lost production if they have to remake the parts. Is this an ethical dilemma and if so, explain who is involved and what the possible outcomes could be. Could Jeff be protected under the whistle-blower law? Is the situation illegal?

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Bloom's : Understand
Difficulty : 2 Medium
Topic : Ethical behavior/dilemma and Whistle-Blower Law

92) What are the levels that OB uses to view the world? Give at least one example of each.

Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Organizational Behavior (OB)

93) Use a specific example to explain how you would use OB concepts to identify the right problem.

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Question Details
AACSB : Knowledge Application
Accessibility : Keyboard Navigation
Bloom's : Apply
Difficulty : 3 Hard
Learning Objective : 01-04 Explain the practical relevance and power of OB to help solve problems.
Topic : Organizational Behavior (OB)

94) LMB Designs has suffered from lower profits for several years. As result, management cut back on bonuses and health care coverage. Not surprisingly, there has been an increase in employee turnover. Unfortunately, it is the "better," more highly qualified employees who are leaving. How can LMB analyze and address this problem?

Question Details
Accessibility : Keyboard Navigation
Difficulty : 3 Hard
Topic : Organizational Behavior (OB)
AACSB : Analytical Thinking
Bloom's : Analyze
Learning Objective : 01-06 Apply the Organizing Framework to the 3-Step Problem-Solving Approach.

95) You have been chosen to be part of a selection committee to choose the Trailblazer of the Year Award at your local business college. The panel comprises three undergraduate students, three faculty members, one staff member, one alumni member, and the associate dean of the college. You personally know and are good friends with two of the candidates but don't share this with the committee. Define the problem, select a solution (resolving, solving, dissolving) listing out the consequences of the solution. Be sure to include the pros and cons, who wins and who loses, etc.

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making
Difficulty : 3 Hard
AACSB : Analytical Thinking
Bloom's : Analyze

96) What are the basic elements for selecting an effective solution? Give examples of each.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Utilize the Organizing Framework for Understanding and Applying OB.
Topic : Decision Making
Bloom's : Understand
Difficulty : 2 Medium
AACSB : Analytical Thinking

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Answer Key

Test name: CH01

1) FALSE
There is no single best way to manage people, teams, or organizations. An important part of your success is your ability to know which tools to use and under what circumstances. This is described as a contingency approach to managing people and is the foundation of contemporary OB.

2) FALSE
Common sense is especially weak in responding to the unknown or unexpected. And because it focuses on the past, common sense lacks vision for the future.

3) TRUE
In Table 1.2 the example of "motivated blindness" is: Baseball officials failed to notice they'd created conditions that encouraged steroid use.

4) TRUE
Organizational behavior includes knowing about managing yourself, as well as others, up, down, and sideways.

5) TRUE
These are all examples of student cheating. Fifty-one percent of high school students reported cheating on exams.

6) TRUE
A problem is a difference or gap between an actual and a desired state or outcome. Problems arise when our goals (desired outcomes) are not being met (actual situation). In turn, problem solving is a systematic process for closing these gaps.

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7) TRUE
Such dilemmas are frequent and consequential and we are surrounded by such situations at work and at school.

8) FALSE
Unethical behavior reduces cooperation, loyalty, and contributions, which of course hurts the performance of individuals, teams, and organizations.

9) FALSE
In 2019, Southwest Airlines mechanics created widespread slowdowns in flights to pressure the company in negotiations with their union, a notable instance of how widespread unethical behavior has resulted in virtually no legal consequences.

10) TRUE
This is the bottom-line for your personal effectiveness. Knowledge of both person and situation factors must be considered.

11) FALSE
Even though these laws exist, they do not sufficiently protect employees. For example, Linda Almonte, president at Chase Bank, was fired and her career was ruined when she went up the chain of command to report errors in the sale of past-due credit card accounts.

12) FALSE
A problem is a difference or gap between an actual and a desired situation.

13) FALSE
OB concepts and theories can be classified into two broad categories: person factors and situation factors.

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14) TRUE
Notably, the interactional perspective states that behavior is a function of interdependent person and situation factors.

15) TRUE
To assemble our framework, we use the systems approach as our foundation.

16) C
The Future of Jobs report by the World Economic Forum provides compelling supporting evidence that firms tend to weigh soft skills so heavily when hiring.

17) C
The term organizational behavior (OB) describes an interdisciplinary field dedicated to understanding and managing people at work.

18) B
OB draws on research and practice from many disciplines to deal with how people behave at work, including: anthropology, economics, ethics, management, organizational theory, political science, psychology, sociology, statistics, and vocational counseling.

19) E
Organizational behavior includes knowing about managing yourself, as well as others, up, down, and sideways.

20) A
A contingency approach calls for using OB concepts and tools as situationally appropriate, instead of trying to rely on "one best way."

21) D

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Practicing these guidelines can increase your self-awareness and a good way to learn about yourself is through the chapter self-assessment.

22) A

At first glance the contingency approach may look like simple common sense. But it's different. It attempts to overcome the limits of common sense with how it does not settle for traditional options if another solution may be more practical and effective. Similarly, understanding the systems approach to issues provides more insight than common sense alone. The goal of OB is to give you more than common sense and instead enhance your understanding of situations at work and guide your behaviors.

23) B

Soft skills relate to human interactions and include both interpersonal skills and personal attributes. They include problem solving, critical thinking, creativity, and people management.

24) A

According to Table 1.1, the top four skills most desired by employers are critical thinking, problem solving, creativity, and people management.

25) A

For most jobs you are selected for your technical skills, your ability to do the given job (i.e., hard skills). What it takes to get promoted is your perceived ability to get things done through others and manage people. Figure 1.1 illustrates how technical or job-specific skills decline in importance as you move to levels of higher responsibility, while the need for personal skills increases.

26) A

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Performance gives credibility and know that early in your career that your bosses will be looking for more than job performance. Knowledge of OB is critical to your individual performance.

27) B
Soft skills are the skills you need to interact with, influence, and perform with others. Soft skills relate to our human interactions and include both interpersonal skills and personal attributes.

28) E
Figure 1.1 illustrates how technical skills decline in importance as you move to levels of higher responsibility, while the need for personal skills increases.

29) D
Common sense is often based on experience or logic, both of which have limits, and it suffers three major weaknesses you need to be aware of—over-reliance on hindsight, lack of rigor, and lack of objectivity. An important part of your success is your ability to know which tools to use and under what circumstances. This is described as a contingency approach to managing people.

30) A
If you lack rigor, you aren't especially thorough or precise and you are unlikely to define the problem accurately, identify the true causes, or recommend the right courses of action.

31) D
Commonsense is often based on experience or logic, both of which have limits. In this case, Dev is relying on hindsight, believing that what worked before should work again. Dev is not considering how much he wanted to join the discussion group and how high his interest level is.

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32) E
Personal attributes with which we build goodwill and trust and demonstrate integrity include attitudes, personality, teamwork, and leadership.

33) A
The three steps in our applied approach to problem solving begin with defining the problem. Julio doesn't know *why* Kevin is unhappy about Margarite. Instead, he jumps right to taking action.

34) C
If you map recommendations onto the causes of the problem, you can be more confident that as you remedy the causes, you will solve or at least ease the underlying problem.

35) B
Ethical dilemmas are situations with two choices, neither of which resolves the situation in an ethically acceptable manner.

36) C
Some researchers would contend that instead of ill intent, cognitive biases and organizational practices "blind managers to unethical behavior, whether it is their own or that of others." Zoe's behavior may be partially unconscious, and partially a desire to protect her friends, whom she may consider to be excellent employees. With lack of distinct direction from above, she makes her own choices.

37) C
When we set goals and incentives to promote a desired behavior, they can encourage a negative one. In this case, Barbara might unconsciously pad her bills.

38) C

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To address motivated blindness, which occurs when we overlook the unethical behavior of another because it's in our interest to remain ignorant, we need to root out conflicts of interest.

39) C
Suggesting solutions and not just complaints will make it more difficult for the offender to disregard your complaint.

40) A
Ethics is concerned with behavior—right versus wrong, good versus bad, and the many shades of gray in between.

41) D
Lying about skill sets is the most common lie (62 percent). This is a result of a survey of more than 2,500 hiring professionals.

42) A
Ethical dilemmas involve situations with two choices, neither of which resolves the situation in an ethically acceptable manner.

43) B
Whistle-blowing is revealing a behavior that troubles you to management or to the authorities.

44) A
Table 1.2 states that ill-conceived goals occur when we set goals and incentives to promote a desired behavior, but they encourage a negative one.

45) A

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The effect of setting goals and incentives to promote a desired behavior, but instead these goals encourage negative ones, is described as ill-conceived goals in Table 1.2. Calvin's goal of handling 12 calls per hour encourages his negative behavior toward customers with complex situations.

46) B
According to Table 1.2, motivated blindness is when we overlook the unethical behavior of another when it is in our interest to remain ignorant.

47) B
According to Table 1.2, motivated blindness is when we overlook the unethical behavior of another when it is in our interest to remain ignorant. Cheryl believes it is in her best interest for Maria to remain on her team, and therefore, she overlooks Maria's unethical behavior.

48) C
Table 1.2 states that indirect blindness occurs when we hold others less accountable for unethical behavior when it's carried out through third parties.

49) D
When we are less able to see others' unethical behavior when it develops gradually, this is called the slippery slope (see Table 1.2).

50) B
Table 1.2 states that motivated blindness overlooks the unethical behavior of others when it is in our interest to remain ignorant.

51) E
Table 1.2 states that overvaluing outcomes is when we give a pass to unethical behavior if the outcome is good.

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52) E
Table 1.2 states that the remedy for ill-conceived goals is to brainstorm unintended consequences when devising goals and incentives and consider alternative goals that may be more important to reward.

53) A
Table 1.2 states that the remedy for motivated blindness is to root out conflicts of interest. Simply being aware of them doesn't necessarily reduce their negative effect on decision making.

54) B
Table 1.2 states that the remedy for indirect blindness when handing off or outsourcing work is to ask whether the assignment might invite unethical behavior and take ownership of these implications.

55) D
The three-step approach will provide an approach that is both practical and effective across a variety of situations.

56) C
Ethics gets priority because many OB topics—reward systems, decision making, leader behavior, and organizational culture—have a direct and substantial influence on the ethical conduct of individuals and organizations.

57) E
A problem is a difference or gap between an actual and a desired situation.

58) B
A problem is a difference or gap between an actual and a desired situation.

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59) B
Our applied approach to problem solving proposes three activities or steps: Step 1: Define the problem. Step 2: Identify the OB concepts or theories to use to solve the problem. Step 3: Make recommendations and (if appropriate) take action.

60) C
OB concepts and theories can be classified into two broad categories: person factors and situation factors.

61) B
Because the downsizing event was the same for all of the employees, it was a situation factor.

62) A
The interactional perspective states that behavior is a function of interdependent person and environmental factors.

63) A
The interactional perspective states that behavior is a function of interdependent person and situation factors.

64) B
Some people quit because they can't get along with their boss/leader or coworkers (a group/team level process).

65) C
A faulty reward system (an organizational-level process) that unfairly distributes raises, bonuses, and recognition is another common reason people quit.

66) A

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Some people quit because their job just doesn't fulfill what they value, such as challenging and stimulating work (an individual-level input).

67) B
Group/team level considerations include: Have there been any changes or other causative factors in a work group, including the manager, which might make work less satisfactory? How does turnover in a specific group compare to other groups in the organization?

68) E
Situation characteristics include: Have there been changes in the situation (such as a sudden increase in employment opportunities at better wages)? Have the working conditions changed in any meaningful way?

69) C
Organizational-level considerations include: Has the organization changed ownership, or rewritten company policies, or is it enforcing policies differently?

70) A
As shown in Figure 1.3, this is the case because inputs affect processes, and processes affect outcomes. Also, feedback loops exist from outcomes to inputs and processes.

71) C
Figure 1.3 identifies personal factors and situation characteristics as inputs. This framework implies that person factors and situation characteristics are the initial drivers of all outcomes that managers want to achieve.

72) D

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This framework implies that person factors and situation characteristics are the initial drivers (inputs) of all outcomes that managers want to achieve. This is the case because inputs affect processes, and processes affect outcomes. And since events are dynamic and ongoing, many outcomes will in turn impact inputs and processes. See Figure 1.3. Organizational turnover is an outcome. The Life is Sweeter on Mars example in OB in Action box lists one outcome as: Mars posts a very low turnover rate (5 percent), which is a sign that employees are highly satisfied with their jobs.

73) A
Resolving problems is arguably the most common form of response for managers and simply means choosing a satisfactory solution, one that works but is less than ideal.

74) A
When facing a problem, first managers should decide if they want to resolve, solve, or dissolve the problem. Solving problems is the optimal or ideal response.

75) C
Dissolving problems requires changing or eliminating the situation in which the problem occurs.

76) A
Resolving problems is arguably the most common form for managers and simply means choosing a satisfactory solution, one that works but is less than ideal.

77) B
Solving problems is the optimal or ideal response.

78) C

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Dissolving problems requires changing or eliminating the situation in which the problem occurs.

79) A

The first step is determining the selection criteria, for example, the effect on bottom-line profits, you and classmates or coworkers, reputation with customers or the community, your own values, and the ethical implications.

80) A

Consequences: Consider the consequences of each alternative, especially the trade-offs between the pros and the cons.

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81) At first glance the contingency perspective may look like simple common sense. But it's different. It attempts to overcome the limits of common sense with how it does not settle for traditional options if another solution may be more practical and effective. Similarly, understanding the systems approach to issues provides more insight than common sense alone. The goal of OB is to give you more than common sense and instead enhance your understanding of situations at work and guide your behaviors.

Moreover, common sense has three main weaknesses that you need to consider and avoid. (1) Over-reliance on hindsight. Common sense excels in well-known scenarios with predictable outcomes. But much of modern business involves uncertainty and adapting to change. In other words, common sense is especially weak in responding to the unknown or unexpected. And because it focuses on the past, common sense lacks vision for the future. (2) Lack of rigor. If we are comfortable with our commonsense response, we may not apply the effort required to find the real problem when considering inputs, which likely results in not choosing the optimal course of action or solution. If you lack rigor, then you are unlikely to measure the right predictors and outcomes. (3) Lack of objectivity. Common sense can be overly subjective and lack a basis in science. In such cases we are not always able to explain our reasoning to others, let alone apply it to new situations. One way that OB moves beyond the limitations of common sense is by its systematic and science-based approach to understanding people and how they behave at work. OB therefore can make you more attractive to potential employers and more effective once employed.

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82) Hard skills are the technical expertise and knowledge to do a particular task or job function, such as financial analysis, accounting, or operations. Soft skills relate to our human interactions and include both interpersonal skills and personal attributes. For most jobs you are selected for your technical skills, your ability to do the given job. Often performance in the current job will be a primary consideration in being promoted. However, many employees may fail to realize that your perceived ability to get things done through others and manage people will be another important deciding factor. Figure 1.1 illustrates how technical or job-specific skills decline in importance as you move to levels of higher responsibility, while personal skills increase.

83) Personal attributes address attitude, personality, teamwork, and leadership. These attributes help to build goodwill and trust and demonstrate integrity. For example, are you outgoing? Introverted? How do you handle conflict? Interpersonal skills include active listening, positive attitudes, and effective communication. These attributes help foster respectful interactions. For example, if you're a member of a team and your project is off schedule, how would you respond? Would you be annoyed and put pressure on all members? Would you look to place blame? Would you try to build consensus on a workable solution?

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84) Criminal or not, unethical behavior negatively affects not only the offending manager but also his or her employees. Unethical behavior by your coworkers, including company executives, can make you look bad and tarnish your career.

First of all, you can look for a job at a sustainable business. These are companies led by those who listen, who foster cultures in which employees are not scared to point out problems and in which staff feel they have a personal responsibility to enact corporate values.

During an interview, you need to be upfront about the approach your company took. Did you feel that their goals were ill-conceived? Did they experience motivated blindness? Indirect blindness? Did they overvalue outcomes? Was it a slippery slope situation?

Remember that while criminally minded people exist in the workplace, most people have good intentions, and you aren't sure about your employers' culpability.

85) To be successful in school and in your career, you need to know who you are and what you want. "When you know yourself, you are comfortable with your strengths and not crippled by your shortcomings. … Self-awareness gives you the capacity to learn from your mistakes as well as your successes." You need to know yourself in order to be authentic. This is essential to influencing others.

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86) Ethics is concerned with behavior—right versus wrong, good versus bad, and the many shades of gray in between. In terms of job hunting, an analysis of 2.6 million job applicant background checks by ADP Screening and Selection Services revealed that "44 percent of applicants lied about their work histories, 41 percent lied about their education, and 23 percent falsified credentials or licenses."

Norma hopes to get the position, thinking that she will be able to do it, and it's only an internship....not a "real" job. She needs the experience to get a permanent job when she graduates. She may rationalize her lies, thinking that she "will" take the courses, and she did actually work on the volunteer projects. Besides, she thinks she could have done a lot more on the projects than just the grunt work she was assigned. Some people just don't see their actions as unethical.

Wanda doesn't realize that if she is "found out," she risks not only the internship but also looking bad and tarnishing her future career.

87) Here are the three steps in our applied approach to problem solving.

Step 1: Define the problem. Define problems in terms of desired outcomes. What do you want to happen? Do you want to level the playing field? Punish the cheaters? This is a problem for you personally.

Step 2: Identify potential causes using OB concepts and theories. Consider personal and individual factors.

Step 3: Make recommendations and (if appropriate) take action. Consider any individual or organization (in this case, institution) level processes that could be put in place to prevent this from happening in the future.

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88) A few suggestions for handling unethical behavior are: (1) It's business, treat it that way. Ethical issues are business issues, just like costs, revenues, and employee development. Therefore, collect data and present a convincing case against the unethical conduct just as you would to develop a new product or strategy. (2) Accept that confronting ethical concerns is part of your job. Whether it is explicit in your job description or not, ethics is everybody's job. If you think something is questionable, then take action. (3) Challenge the rationale. Many issues occur despite actual policy against it. If this is the case, then ask: "If what you did is common practice or okay, then why do we have a policy forbidding it?" Alternatively, and no matter the rationale, you can ask: "Would you be willing to explain what you did and why in a meeting with our superiors or customers, or better still, during an interview on the evening news?" (4) Use your lack of seniority or status as an asset. While many employees unfortunately use their junior status to avoid confronting ethical issues, being junior can instead be an advantage. It enables you to raise issues by saying, "Because I'm new, I may have misunderstood something, but it seems to me that what you've done is out of bounds or could cause problems." (5) Consider and explain long-term consequences. Of course many ethical issues are driven by temptations and benefits in the short term. It, therefore, can be helpful to frame and explain your views in terms of long-term consequences. (6) Solutions, not just complaints. When confronting an issue, you will likely be perceived as more helpful and taken more seriously if you provide an alternative course or solution. Doing so will also make it more difficult for the offender to disregard your complaint.

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89) A problem is a difference or gap between an actual and a desired situation. In turn, problem solving is a systematic process of closing these gaps. Our applied approach to problem solving proposes three activities or steps along the way: Step 1: Define the problem. Step 2: Identify the OB concepts or theories to use to solve the problem. Step 3: Make recommendations and (if appropriate) take action.

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90) Research in psychology and OB supports the interactional perspective, noting that behavior is a function of interdependent person and situation factors. Given that Jules needs a job, how would you evaluate this situation?

OB concepts and theories can be classified into two broad categories: person factors and situation characteristics. Person factors represent the infinite number of characteristics that give individuals their unique identities. Situation characteristics consist of all the elements outside of ourselves that influence what we do, how we do it, and the ultimate results of our actions.

For decades, researchers and managers have debated what influences behavior more—person or situation factors. Many observers believe that some people are by their nature better suited than others to perform well at work. Others believe that some people are clearly better in a given job or situation. No particular person would outperform every other person in every possible job. This common view is supported by research in psychology and OB. The interactional perspective states that behavior is a function of interdependent person and situation factors. It is important to note that neither people nor situations are static. People change, situations change, and the two change each other. The bottom-line implication for OB and your work life is that knowledge of one without the other is insufficient.

But, someone who is proactive and creative may be a great fit for a company in the high-tech sector that would benefit from risk-taking individuals, but may be a poor fit for a company that rewards routine and predictable behavior, such as a bank. On the other hand, the current economic climate will impact whether Jules can wait for another opportunity, contemplate a move to a different environment or take the position with the knowledge that he won’t stay there long.

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91) This is an ethical dilemma because it is a situation with more than one choice, neither of which resolves the situation. Jeff could go above his manager's head and report it to the quality manager, or he could do nothing. He asks himself, "is this fair to the new owner of the vehicle to have a defective part without getting a discount or exactly the quality they were expecting? What if something does go wrong in the future?" Jeff could be protected under the Dodd-Frank Act of 2010 because this may be considered financial fraud, which is illegal and unethical.

92) Another lens through which OB sees the world relies on organizational levels. OB distinguishes among three: individual, group, and organizational. As an example of how being sensitive to these levels helps in considering real-world problems, consider the many reasons why people quit their jobs: (1) Some people quit because their job just doesn't fulfill what they value, such as challenging and stimulating work (an individual-level input). (2) Others quit because they can't get along with their boss/leader or coworkers (a group/team level process). (3) A faulty reward system (an organizational-level process) that unfairly distributes raises, bonuses, and recognition is another common reason people quit.

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93) Nothing causes more harm than solving for the wrong problem. If you don't define the problem accurately, then all subsequent problem-solving efforts are adversely affected. This happens because people end up focusing on a symptom or the wrong problem. Using the person-environment distinction allows you to consider unique individual factors as well as external factors that might be the source of the problem. The structural levels of individual, group, and organization will allow you to look at each level for possible reasons. Such considerations could include: (1) Person factors: Do the people who have quit share something in common? Is there anything in their personality that makes work difficult for them? Is the level of turnover greater than for your industry as a whole? (2) Environmental characteristics: Have there been changes in the environment (such as a sudden increase in employment opportunities at better wages)? Have the working conditions changed in any way? (3) Individual level: Can you identify any change in how the company treats employees or what it expects of them? (4) Group/team level: Have there been any changes or other causative factors in your work group, including your manager, that might make work less satisfactory? How does turnover in your group compare to other groups in the organization? (5) Organizational level: Has the organization changed ownership, or rewritten company policies, or is it enforcing policies differently?

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94) Using the Three-Step Approach to Problem Solving:

1. Define the problem: If your organization's most valuable and high-performing people quit, then a problem likely exists.

2. Highlight the causes:

Potential Cause 1—Person factors often represent key causes of turnover. Concern about the stability of the company and lack of personal rewards (bonuses) might cause turnover.

Potential Cause 2—Situation factors frequently are causes of turnover. For example, people may be quitting because the company culture has been damaged by poor revenues and, therefore, a perceived lack of support exists.

Potential Cause 3—Organizational processes can also cause turnover. Perceived injustice is often a powerful driver of employee turnover; in this case, modifying the health care plan has impacted everyone—most especially those employees with families.

3. Generate effective recommendations:

Potential Cause 1—Communication can help assure employees of the steps that company is taking to secure its future. The company can solicit employee recommendations for rewards other than bonuses (until stability is achieved).

Potential Cause 2—GBL can work to build a team spirit, so that employees can be part of re-establishing the company's position.

Potential Cause 3—Assuming GBL made cuts to health care with minimal employee input, the company might review the options. Perhaps employees can choose from a series of plans that best meets their needs and budgets.

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95) First, list out the possible solutions, next decide if you want the problem to be resolved, solved, or dissolved. Resolving problems is arguably the most common form and simply means choosing a satisfactory solution, one that works, but is less than idea. Solving the problem is the ideal response, dissolving problems requires changing or eliminating the situation in which the problem occurs. Consider the consequences of each alternative and list those out.

96) After deciding whether to resolve, solve, or dissolve your identified problem, you then need to select the most effective solution. Three common elements to selecting the most effective solution are: (1) Selection criteria. Determine the basis (criteria) for the decision. (2) Consequences. Consider the consequences of each alternative. (3) Choice process. Decide who will be involved in choosing the solution. If more than one person is involved, then you need to agree on the method.

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